

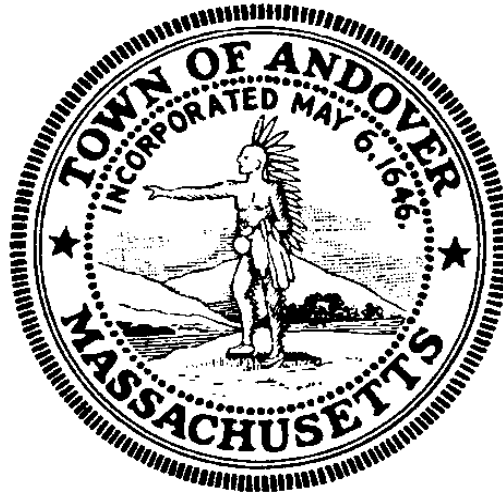
TOWN OF ANDOVER



~Rendering of the Proposed Renovations to the Senior Center at Punchard~

TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

TOWN OF ANDOVER
TOWN MANAGER'S RECOMMENDED
CAPITAL IMPROVEMENT PROGRAM
FY2020 – FY2024



Andrew P. Flanagan
Town Manager

October 31, 2018



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TOWN OF ANDOVER

MISSION & VALUES STATEMENT

*Developed by the
Board of Selectmen, Town Manager, and Town Department Heads
Adopted by the Board of Selectmen on October 6, 2003*

The mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

The Board of Selectmen, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

VALUE 1 – ENSURE THE SAFETY, EDUCATION, AND WELL-BEING OF THE COMMUNITY

- 1.1 Protect the safety of persons and property
- 1.2 Maintain the high quality of education for all
- 1.3 Maintain the Town's infrastructure
- 1.4 Promote public health programs and awareness
- 1.5 Manage the impact of non-municipal public utilities
- 1.6 Support human/community services
- 1.7 Ensure compliance with regulatory requirements
- 1.8 Identify and promote economic opportunities

VALUE 2 – BE A LEADER IN THE DELIVERY OF EFFICIENT AND EFFECTIVE QUALITY SERVICES THAT RESPOND TO COMMUNITY NEEDS

- 2.1 Deliver innovative municipal services
- 2.2 Encourage cost saving initiatives
- 2.3 Assess and prioritize community needs
- 2.4 Maintain the Town's "Aaa" bond rating

VALUE 3 – PROMOTE THE CONTINUOUS IMPROVEMENT OF STAFF SKILLS AND PERFORMANCE

- 3.1 Recruit, develop, and retain a highly skilled workforce

- 3.2 Promote and recognize municipal professionalism
- 3.3 Measure, evaluate, and improve performance

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

- 4.1 Uphold high ethical standards
- 4.2 Value teamwork and cooperation
- 4.3 Promote open communication with the public
- 4.4 Solicit citizen participation
- 4.5 Recognize the outstanding contributions of citizens

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

- 5.1 Promote diversity in the workforce and community
- 5.2 Provide services that are accessible, fair, and equitable
- 5.3 Support housing alternatives

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

- 6.1 Celebrate Andover's unique heritage
- 6.2 Protect and acquire open space

Fiscal Year 2020 Budget and Town Meeting Planning Calendar

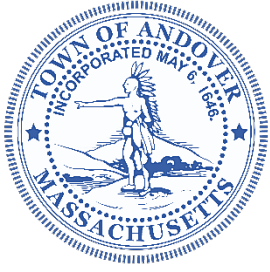
PLANNED DATE	TASK, ACTION, DEADLINE	PRIMARY RESPONSIBILITY
July 26, 2018	Issue FY2020-FY2024 Capital Improvement Plan request forms	Finance Director
September 7, 2018	Dept. CIP requests due to Budget & Finance	Department Heads, School Supt
September 11, 2018	Tri-Board Meeting - Tax Summit/Financial Projections	Town Manager
October 3, 2018	Staff review of Departmental CIP requests	Town Manager, Dept. Heads, School Supt.
October 30, 2018	2019 ATM Warrant opens	Board of Selectmen
October 31, 2018	Town Manager's Recommended FY20-FY24 CIP released	Town Manager, Deputy TM, Finance Director
November 1, 2018	Advertise Tax Classification Hearing and CIP Public Hearing	TM's Executive Asst.
November 9, 2018	Issue FY2020 Operating Budget Request Forms & Instructions	Town Manager, Finance Director
November 19, 2018	Tax Classification Public Hearing / CIP Public Hearing	Board of Selectmen / Chief Assessor
December 5, 2018	Tri-Board Meeting: CIP Review, FY20 Rev. & Exp. projections	BOS, Fin. Comm. & Sch. Comm.
December 5, 2018	Tax Classification vote	Board of Selectmen / Chief Assessor
December 7, 2018	Town sponsored warrant articles submitted to Town Manager	Department Heads, School Supt., Boards
December 17, 2018	Selectmen vote to accept FY20 CIP	Board of Selectmen
December 28, 2018	FY2020 Operating Budget Requests submitted to Town Manager	Department Heads
January 25, 2019	Town Meeting Warrant closes	Board of Selectmen
February 1, 2019	Town Manager's FY20 Recommended Budget released	Town Manager, Deputy TM, Finance Director
February 11, 2019	Warrant Article Review & Votes	Board of Selectmen
March 2, 2019	Department Operating Budget presentations (joint mtg.)	Department Heads
March 4, 2019	Budget & Warrant Article Votes	Board of Selectmen, Finance Committee
March 6, 2019	School FY20 Operating Budget presentation (tri-board)	School Superintendent & School Committee
March 11, 2019	Budget & Warrant Article Votes	Board of Selectmen, Finance Committee
March 18, 2019	Budget & Warrant Article Votes	Board of Selectmen, Finance Committee
March 19, 2019	Annual Town Report Released	Town Manager
March 20, 2019	Final Budget votes due to Fin Com for Town Meeting Report	Board of Selectmen, Finance Committee
March 20, 2019	Final Votes on Water & Sewer Budgets & Rates	Water & Sewer Commissioners
March 26, 2019	Annual Town Election	Town Clerk
March 27, 2019	Chair Letters to the Finance Committee	Board of Selectmen, School Committee
April 3, 2019	Fin Com Report for Town Meeting sent to printer	Finance Committee
April 8, 2019	Town Meeting Preparation (speaking assignments, coordination, etc)	All
April 10, 2019	LWV Budget Forum	All
April 19, 2019	Fin Com Report mailed to residents	Printer
April 22, 2019	Town Meeting Preparation (speaking assignments, coordination, etc)	All
April 25, 2019	Moderator's Preparation Meeting	All
April 29, 2019	First night of the 2019 Annual Town Meeting	All

SECTION 1



TOWN MANAGER'S CIP TRANSMITTAL LETTER

CAPITAL IMPROVEMENT PROGRAM



TOWN OF ANDOVER

TOWN MANAGER'S OFFICE

36 BARTLET STREET

ANDOVER, MA 01810

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Andrew P. Flanagan
Town Manager

October 31, 2018

Alex J. Vispoli, Chairman, and
Members of the Board of Selectmen
Town Offices
36 Bartlet Street
Andover, MA 01810

Dear Chairman Vispoli and Members of the Board:

I am pleased to present the Town Manager's Recommended Capital Improvement Program (CIP) for FY 2020 – FY 2024. This is the twenty-eighth annual Capital Improvement Program. The CIP Bylaw requires that the Town Manager present the Board of Selectmen with the Town's capital needs for the next five years as the first step in the annual budget development process.

Building a Resilient Future

The Capital Improvement Program is a vital part of continuing to move our Town forward. The theme of this year's program is *Building a Resilient Future*. Last year's goal of *Building Community* focused on strategic investments in several core functions of government. Our goal of building community and creating new opportunities has provided balanced investments which are reflective of the Town's continued commitment to being a place to live, work and play. This concept is paramount in ensuring an organization that is both sustainable and adaptive. In this year's CIP, the recommendations not only build off last year's goals, but ensure that our community is strong for future generations.

The Merrimack Valley Gas Disaster that occurred on September 13, 2018, displaced us from our homes, routines, and normalcy. In light of the emergency that continues to be a daily challenge, our community will emerge stronger than it ever has been. Residents, businesses, town employees, and neighbors have come together in such a profound way. Over the last two months, the Town has shown tremendous resiliency. Past capital improvement programs have prepared the Town for the most trying of circumstances, through improvements to our buildings and facilities and investments in critical equipment. I am pleased that the organization is able to propose a capital improvement program that provides for improvements and investments that will continue to support our future and long term resiliency.

This year's CIP provides funding for improvements to two of the Town's most important facilities. The Town and School's Facility Master Plan has identified the Senior Center at

Punchard and the Ballardvale Fire Station as facilities that are in need of complete renovation or replacement. As a results of its commitment to a comprehensive capital improvement program, the Town is positioned to move forward with both a renovation project at the Senior Center at Punchard and the construction of a new fire station at the site of the existing Ballardvale Fire Station. Renovations to our Senior Center at Punchard will be consistent with 21st century design standards and improve functionality as well as programming, ensuring the space accommodates to the hundreds of daily users. Renovating and expanding the existing space will provide our senior community with the space they need and is suited to provide exceptional services.

The Ballardvale Fire Station, an iconic symbol in a neighborhood that serves as one of the cornerstones of our community, is 128 years old and is long overdue to be rebuilt. With design plans that will integrate with the fabric of the Ballardvale Historic District, this project will ensure the continued safety of not only our residents living in that area, but meet both the short and long term needs of Andover Fire Rescue.

I am pleased to recommend both projects, which will be funded within the limitations of Proposition 2 ½ and as a result do not require a debt exclusion override vote. Both projects are representative of the importance of the basic fundamentals of capital budgeting and our ongoing commitment to expand capital capacity in order to fund our outstanding building projects within the tax levy.

The Town Manager’s Recommended Capital Improvement Program for FY 2020 totals \$27,231,297. The revenue sources shown to the right provide the funding for the projects.

<i>FY 2020 Capital Improvement Program</i>	
General Fund Revenue	3,963,698
General Fund Borrowing	13,605,000
Use of Free Cash	3,000,000
General Fund Exempt Borrowing	0
Special Dedicated Funds	1,777,599
Water and Sewer Enterprise Funds	4,885,000
<i>Total Recommendation</i>	<i>\$27,231,297</i>

The details of the recommended projects as well as the individual items in the Capital Projects Fund are shown on the following pages. As in every past CIP, the requests far exceeded the resources available to address them; however, through a collaborative process, the CIP is within the established target and begins the budget process for FY 2020 and future years.

Establishing a “Target”

Standard and Poor’s continues to affirm Andover’s credit worthiness and the Town’s “AAA” General Obligation bond rating, the highest rating assigned to municipalities. In fact, the most recent report gives Andover a “strong or very strong” rating on each of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, management conditions, debt and contingent liability profile and institutional framework.

<p>Prior Non-Exempt Debt Service</p> <p>+</p> <p>New Non-Exempt Debt Service</p> <p>+</p> <p>General Fund Revenue</p> <p>=</p> <p>Total Non-Exempt Plan</p>
--

Notwithstanding the Town's legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a Capital Improvement Program that establishes predictability and consistency in the capital planning process. Departments, Senior Management and Town staff have been challenged to carefully plan future year requests. The key to successful capital planning requires aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town's debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and that ensures that we are able to meet the long term needs of our community. The non-exempt target has been set at 5.72%. The FY 2020 recommended CIP is balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:

The FY 2020 Recommended CIP is within the 5.72% target. Consistent with every years' CIP, future years assume the use of free cash. While the plan will evolve as we move forward, below is a summary of anticipated expenditures and the financing plan for the next five years:

<i>General Fund</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
<i>Prior Non-Exempt Debt</i>	5,243,024	4,932,05	4,768,312	4,241,564	4,015,402
<i>Capital Projects from Taxation</i>	4,963,698	5,698,077	4,321,018	3,381,789	3,420,528
<i>New Non-Exempt Debt Service</i>		870,050	1,720,114	2,000,029	3,308,966
<i>Non-Exempt Debt To Be Issued FY19/FY20</i>	1,118,616	1,690,603	1,684,345	1,654,659	1,623,746
<i>Total Non-Exempt Tax Burden</i>	10,325,338	13,190,795	12,493,789	11,878,041	12,368,642
<i>Pro Forma Adjusted Revenue Budget</i>	180,543,865	182,670,261	189,250,260	195,940,139	202,920,995
<i>Budget for Plan at 5.72%</i>	5.72%	5.72%	5.72%	5.72%	5.72%
<i>Plan as % of Adjusted Revenues</i>	10,327,109	10,448,739	10,825,115	11,207,776	11,607,081
<i>Potential Use of Free Cash</i>	-	2,742,056	1,668,674	670,265	761,561
<i>Variance from Budget</i>	(1,771)	2,742,056	1,668,674	670,265	761,561

Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$3,963,698 from General Fund Revenues. The recommendation for funding Town requests is \$2,952,098 and \$1,011,600 for School Department requests. The FY 2020 recommended CIP, for a second year, does not include funding for textbooks as this will be discussed during the development of the operating budget. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years. Funding is being recommended specifically for Town and School facility repairs and improvements. Additionally, funds are being recommended for departmental projects that will improve the daily operations of our Town. This includes upgrading permitting and

licensing software that will become a critical component to our approach to customer service. Additionally, we continue to make investments in playground replacements and accessibility to our conservation areas and public spaces.

Free Cash

Free Cash will provide significant opportunities in FY 2020 with \$3,000,000 available for capital projects. \$2,000,000 is being recommended for the renovation of the Senior Center at Punchard. The renovation of the existing space, as well as an addition will provide the Senior Center at Punchard with the appropriate space to provide 21st century services. \$1,000,000 is recommended to be appropriated to subsidize the construction and land acquisition costs for the Ballardvale Fire Station.

Free Cash is available as a funding source and as an opportunity to mitigate the impact of two larger scale building projects to taxpayers as a result of a multi-year plan to grow the balance available for appropriation. The Department of Revenue (DOR) states that Free Cash, as a nonrecurring revenue source, should be restricted to paying one-time expenditures, funding capital projects, or replenishing reserves. The proposed use of Free Cash is consistent with the DOR's guidelines.

General Fund Borrowing

General Fund Borrowing includes several projects totaling \$13,605,000 for FY 2020. The sum of \$7,000,000 is recommended for the construction of the Ballardvale Fire Station. For the Senior Center renovations, an authorization of \$2,500,000 is being requested. Town and School major projects are recommended at \$650,000 and \$920,000 respectively. Additionally, \$420,000 is being recommended to continue the Town and School's energy initiatives. The Town's commitment to improving public amenities is also highlighted in our General Funded Borrowing recommendation with \$400,000 being sought for parking and hardscape improvements in the downtown area. Other important projects and property funded from borrowing include: replacement of fire rescue apparatus, public safety communication systems, public works vehicles, and bridge maintenance.

General Fund Exempt Borrowing

There are no major capital projects being recommended this year that require General Fund Exempt Borrowing and therefore a Proposition 2½ debt exemption vote. However, a building committee for West Elementary School and a feasibility study committee for Andover High School have been established and populated. The West Elementary School project has been accepted into the Massachusetts School Building Authority (MSBA) program and the 2018 Annual Town Meeting appropriated \$1.2M to proceed with a feasibility study as required by MSBA.

The Andover High School Feasibility Study Committee has developed several scenarios that include potential renovations, an addition to the existing High School and a possible construction of a new high school. The School Committee has submitted a Statement of Interest (SOI) to the MSBA and expects to be notified of whether or not the project has been accepted in December of 2018. If the project is not accepted, I encourage both the School Committee and the Feasibility Study Committee to consider resubmitting for the MSBA's next funding cycle. Depending on the decision of the MSBA, funding may be requested from the 2019 Annual Town Meeting to proceed with a potential project.

Both projects, at West Elementary School and Andover High School, would require a debt exclusion vote.

For several years, the Town and School have discussed the needed site improvements at several of the schools including: Sanborn, South and Wood Hill/High Plain. Funding each site as an individual project is not realistic and would exceed the available funding provided in the CIP. In the aggregate, the estimated cost of the proposed site work is \$9.7M. I recommend that the appropriate stakeholders explore the possibility of funding this work through a future debt exclusion.

Special Dedicated Funds

There are three projects being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.36M. Forty thousand dollars is being recommended from the parking fund to replace the parking enforcement vehicle and \$372,870 is being recommended from cable funds for purchasing student technology devices.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Fund has eight recommended projects for FY 2020 totaling \$4,885,000. This year it is recommended that \$4M be appropriated for the continuation of the major water main replacement program. Additional requests include \$110,000 for the re-construction of the Water Treatment Plan parking area, \$100,000 to continue the hydrant replacement program, and \$450,000 for water filtration improvements.

The requests for FY 2020 are consistent with the 5 Year Water & Sewer Rate Structure adopted by the Board of Selectmen. The model assumes a 2.5% annual increase in both water and sewer rates. The model includes funding for extensive capital investments in both the water and sewer systems including upgrades at the water treatment plant and increasing the funding for major water main replacement by \$1M.

Conclusion

I will present the CIP to the Board of Selectmen at the Public Hearing on November 19, 2018. A Tri-Board meeting will be held on Wednesday, December 5, 2018 to discuss the CIP and the revenue and expenditure forecast and assumptions for FY 2020. The Board of Selectmen will discuss and formally adopt the CIP at their meeting on Monday, December 17, 2018. The CIP document is posted in its entirety on the Town's website at www.andoverma.gov.

I would like to take this opportunity to thank Patrick J. Lawlor, Management Analyst, Finance Director Donna M. Walsh and Deputy Town Manager Michael A. Lindstrom for all of their contributions supporting the production of this year's CIP. I would also like to thank the Department and Division Heads who have been thoughtful in the preparation of their requests and available to answer my questions, provide historical perspectives and contribute to the development of the program. I want to extend my appreciation to Superintendent Berman and his team for their participation in the capital budgeting process. The Superintendent has been a collaborative partner in the development of the plan and I look forward to working with him as we move it forward.

The recommendations presented in this CIP begins the public discussion about both fiscal and program priorities for FY 2020 and the subsequent four years. I look forward to reviewing these recommendations with the Board of Selectmen, School Committee, Finance Committee and our residents. My Administration will be committed to providing the information and resources necessary to fully inform the policy discussions that will take place in the coming months and will set forth recommendations that are reflective of those discussions and directed toward meeting the service expectations of Andover residents. The goal of our deliberations is to develop a Capital Improvement Plan and Operating Budget that is well-reasoned, balanced and justified within the Town's available revenues.

Respectfully Submitted,



Andrew P. Flanagan
Town Manager

SECTION 2



FY 2020 CIP RECOMMENDATIONS AND FUNDING SUMMARY

RECOMMENDATIONS AND FUNDING SUMMARY

FISCAL YEAR 2020 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$32.4 million for FY2020. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY20 CIP of \$27,731,297 from the following funding sources:

General Fund Revenue:	\$ 3,963,698
Free Cash:	\$ 3,000,000
General Fund Borrowing:	\$13,605,000
Special Dedicated Funds:	\$ 1,777,599
Water & Sewer Enterprise Funds:	<u>\$ 4,885,000</u>
Town Manager's Total CIP Recommendation for FY20:	\$ 27,231,297

From General Fund Revenue:

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2020 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

CDP-2	Software Upgrade	\$100,000
CDP-3	HMD Circulation & St Design Implementation	\$50,000
CDP-7	Castle Heights ADA Project	\$15,000
CDP-10	Conservation Dog Park-Grant Match	\$25,000
CDP-11	Conservation Land Management	\$12,000
CDP-13	Merrimack River Reservation Access Design Plan	\$60,000
FIN-1	MUNIS Software	\$40,000
IT-1	Staff Device Refresh	\$504,598
IT-3	IT Platforms & Infrastructure	\$237,500
LIB-1	Library Circulation Desk Replacement	\$10,000
POL-1	Police Vehicle Replacement	\$195,000
DPW-2	Minor Sidewalk Repairs	\$200,000
DPW-7a	Public Works Vehicles - Small	\$200,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
FAC-1	Town Projects - Buildings	\$380,000
FAC-2	Town Projects – Mech. & Electrical	\$280,000
FAC-3	Town & School Security Projects	\$100,000
FAC-4	Town Vehicle Replacement	\$123,000
FAC-5	Town Park and Playground Improvements	\$400,000
SCH-1	School Projects – All Schools	\$585,000
SCH-2	School Projects – By Building	<u>\$426,600</u>
Total from General Fund Revenue		\$3,963,698

From Free Cash:

It is recommended that the following projects, that would normally be funded by borrowing, be funded with Free Cash to save on long-term interest costs:

RECOMMENDATIONS AND FUNDING SUMMARY

CS-1	Center at Punchard-Design Services/Bldg Construction	\$2,000,000
TM-1	Ballardvale Fire Land Acquisition & Construction	<u>\$1,000,000</u>
Total from Free Cash		\$3,000,000

From General Fund Borrowing:

It is recommended that the following capital projects be funded through General Fund Borrowing:

CS-1	Center at Punchard-Design Services/Bldg Construction	\$2,500,000
TM-1	Ballardvale Fire Land Acquisition & Construction	\$7,000,000
CDP-3	Parking and Hardscape Improvements Phase I	\$400,000
FR-1	Fire Apparatus Replacements	\$360,000
FR-2	Public Safety Microwave Communications System	\$300,000
FR-4	Fire Bi-Directional Amplifier System	\$175,000
DPW-7b	Public Works Vehicles – Large	\$380,000
DPW-9	Town Bridge Evaluation & Maintenance	\$500,000
P&F-6	Major Town Projects	\$650,000
P&F-7	Town & School Energy Initiatives	\$420,000
SCH-5	Major School Projects	<u>\$920,000</u>
Total from General Fund Borrowing		\$13,605,000

From Special Dedicated Funds:

It is recommended that the following capital programs be funded through Special Dedicated Funds:

PRK-1	Parking Vehicle Replacement (Parking Fund)	\$40,000
IT-2	Student Device Refresh (Cable Funds)	\$372,870
DPW-1	Annual Road Maintenance (Ch 90)	<u>\$1,364,729</u>
Total from Special Dedicated Funds		\$1,777,599

From Water and Sewer Enterprise Funds:

It is recommended that the following capital projects be funded through Water and Sewer Enterprise Funds:

DPW-12	Water & Sewer Vehicles (WER)	\$225,000
DPW-14	Water Main Replacement Projects (WEB)	\$4,000,000
DPW-16	WTP Parking Area Reconstruction (WER)	\$110,000
DPW-17	Hydrant Replacement Program (WER)	\$100,000
DPW-18	WTP GAC Replacement (WER)	<u>\$450,000</u>
Total from Water & Sewer Enterprise Funds		<u>\$4,885,000</u>

CIP Total for FY20	<u><u>\$27,231,297</u></u>
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RECOMMENDATIONS AND FUNDING SUMMARY

Req. #	Request Title	Dept. Req. FY2020	TM's Rec. FY2020	TM's Plan FY2021	TM's Plan FY2022	TM's Plan FY2023	TM's Plan FY2024	Town Manager's Comments
General Fund Revenue (Capital Projects Fund)								
CDP-1	Record Scanning Project	\$100,000		\$100,000	\$100,000		\$100,000	Move Requests to FY21 - FY24
CDP-2	Software Upgrade	\$100,000	\$100,000					Supports Department's Request for FY20
CDP-3	Historic Mill District-Circulation and Street Design-Implementation	\$50,000	\$50,000					Supports Department's Request for FY20
CDP-4	Bowling Green Feasibility Study	\$20,000		\$20,000	\$150,000			FY20 and FY21 Requests Moved to FY21 and FY22
CDP-6	Bicycle & Pedestrian Master Plan	\$40,000		\$40,000				FY20 Request moved to FY21
CDP-7	Castle Heights ADA Accessible Area	\$15,000	\$15,000					Supports Department's Request for FY20
CDP-8	Dale Street Shawheen River Access	\$150,000		\$150,000				FY20 Request moved to FY21
CDP-9	Conservation Programming	\$1,500						Move to Operating (\$1,500 FY20 - FY24)
CDP-10	Conservation Dog Park - Grant Match	\$25,000	\$25,000					Supports Department's Request for FY20
CDP-11	Conservation Land Management	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	Supports Department's Request for FY20
CDP-12	Haggets Pond Accessible Rail Trail Design			\$15,000	\$150,000			Placeholder for Future Need
CDP-13	Merrimack River Reservation Access Design Plan	\$60,000	\$60,000	\$250,000				Supports Department's Request for FY20
FIN-1	MUNIS Software	\$50,000	\$40,000	\$10,000	\$10,000	\$10,000	\$10,000	Supports Department's Request for FY20
IT-1	Annual Staff Device Refresh	\$504,598	\$504,598	\$546,577	\$398,018	\$406,789	\$451,528	Supports Department's Request for FY20
IT-3	IT Platforms and Infrastructure (Borrow FY22-FY24)	\$237,500	\$237,500	\$330,500				Supports Department's Request for FY20
LIB-1	Library Circulation Desk Replacement	\$20,000	\$10,000	\$35,000				Supports Department's Request for FY20
POL-1	Police Vehicle Replacement	\$195,000	\$195,000	\$205,000	\$205,000	\$225,000	\$225,000	Supports Department's Request for FY20
POL-2	Mobile Camera Trailer System	\$50,000		\$50,000				FY20 Request moved to FY21
POL-3	Upgrade CAD/RMS/Mobile Software	\$365,000		\$365,000				FY20 Request moved to FY21
PR-1	Fire Apparatus Replacement (See also General Fund Borrowing)	\$75,000		\$75,000	\$70,000	\$70,000	\$70,000	Move Requests Out by One Year
PR-2	SCBA Air Compressor System	\$92,000		\$92,000				FY20 Request moved to FY21
PR-5	Specialized Industrial Washer and Dryer			\$25,000				Placeholder for Future Need
DPW-2	Minor Sidewalk Repairs	\$250,000	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	Supports \$200,000 for FY20
DPW-5	Two Way Radio System Phase 2	\$75,000		\$75,000				FY20 Request moved to FY21
DPW-6	Storm Water Management			\$100,000	\$100,000	\$100,000	\$100,000	Placeholder for Future Need
DPW-7a	Public Works Vehicles - Small	\$313,000	\$200,000	\$120,000	\$363,000	\$75,000	\$117,000	Supports \$200,000 for FY20
DPW-15	Hazard Tree Removal	\$100,000						Town Manager Does Not Support Funding
DPW-19	Stormwater Infrastructure Condition Assessment Program			\$50,000	\$50,000	\$50,000	\$50,000	Placeholder for Future Need
DPW-28	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports Department's Request for FY20
FAC-1	Town Projects - Building Division	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000	Supports Department's Request for FY20
FAC-2	Town Projects - Mechanical & Electrical Division	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	Supports Department's Request for FY20
FAC-3	Town & School Security Projects	\$230,000	\$100,000	\$315,000	\$300,000	\$100,000	\$100,000	Supports \$100,000 for FY20 - Move \$130,000 and add to FY21 Request
FAC-4	Town Vehicle Replacement	\$123,000	\$123,000	\$97,000	\$118,000	\$118,000	\$105,000	Supports Department's Request for FY20
FAC-5	Town Parks and Playground Improvements	\$400,000	\$400,000	\$600,000	\$500,000	\$250,000	\$250,000	Supports Department's Request for FY20
FAC-7	Town & School Energy Initiatives							Supports Department's Request for FY20
SCH-1	School Projects - All Schools	\$675,000	\$585,000	\$675,000	\$675,000	\$675,000	\$675,000	Supports \$585,000 for FY20
SCH-2	School Projects - By Building	\$515,000	\$426,600	\$400,000	\$190,000	\$260,000	\$225,000	Supports \$426,600 for FY20
SCH-6	School Site Improvement Plan (FY20 - FY22-FY24 Borrow)							Town Manager Does Not Support Funding
SCH-9	Multi-School Sprinkler and Fire Alarm Study	\$80,000						Town Manager Does Not Support Funding
Total General Fund Revenue			\$3,963,698	\$5,698,077	\$4,321,018	\$3,381,789	\$3,420,528	

RECOMMENDATIONS AND FUNDING SUMMARY

Rspt. #	Request Title	Dept. Rspt. FY2020	TM's Rec. FY2020	TM's Plan FY2021	TM's Plan FY2022	TM's Plan FY2023	TM's Plan FY2024	Town Manager's Comments
Free Cash								
CS-1	Center at Punchard-Design Services/Bldg Construction	\$2,000,000	\$2,000,000					Supports Use of \$2,000,000 for FY20 - See Also Borrowing
TM-1	Ballardvale Fire Station Construction	\$1,000,000	\$1,000,000					Supports Use of \$1,000,000 for FY20 - See Also Borrowing
TM-2	Town Offices Customer Service Building Improvements			\$1,200,000				
	Total Free Cash		\$3,000,000	\$1,200,000	\$0	\$0	\$0	
Exempt Borrowing								
	Total Exempt Borrowing		\$0					
General Fund Borrowing								
CS-1	Center at Punchard-Design Services/Bldg Construction	\$2,500,000	\$2,500,000					Supports Department's Request for FY20 - See Also Free Cash
TM-1	Ballardvale Fire Station Construction	\$7,000,000	\$7,000,000					Supports Department's Request for FY20 - See Also Free Cash
CDP-5	Parking and Hardscape Improvements - Phase I	\$400,000	\$400,000					Supports Department's Request for FY20
IT-3	IT Platforms and Infrastructure (CF Revenue FY20-FY21)				\$914,500	\$862,500	\$712,500	Placeholder for Future Need - See Also General Fund Revenue
FR-1	Fire Apparatus Replacement (See also General Fund Revenue)	\$360,000	\$360,000	\$750,000	\$360,000	\$0	\$370,000	Supports Department's Request for FY20
FR-3	Public Safety Microwave Communications System	\$300,000	\$300,000					Supports Department's Request for FY20
FR-4	Fire Bi-Directional Amplifier System	\$175,000	\$175,000					Supports Department's Request for FY20
DPW-3	Road Maintenance	\$1,000,000						Town Manager Does Not Support Funding
DPW-7b	Public Works Vehicles - 1 Large	\$380,000	\$380,000	\$580,000	\$400,000	\$620,000	\$335,000	Supports Department's Request for FY20
DPW-8	Minor Storm Drain Improvements			\$300,000		\$300,000		Placeholder for Future Need
DPW-9	Town Bridge Evaluation & Maintenance	\$500,000	\$500,000					Supports Department's Request for FY20
DPW-10	Reconstruction of Existing Sidewalks	\$884,000						Town Manager Does Not Support Funding
DPW-11	New Sidewalk Construction	\$1,106,000						Town Manager Does Not Support Funding
FAC-6	Major Town Projects	\$650,000	\$650,000	\$610,000		\$850,000	\$1,050,000	Supports Department's Request for FY20
FAC-7	Town & School Energy Initiatives	\$420,000	\$420,000	\$350,000	\$600,000	\$550,000	\$355,000	Supports Department's Request for FY20
SCH-5	Major School Projects	\$920,000	\$920,000	\$2,930,000	\$3,910,000	\$1,900,000	\$1,500,000	Supports Department's Request for FY20
SCH-6	School Site Improvement Plan (FY21 CF Revenue)							Town Manager Does Not Support Funding
	Total General Fund Borrowing	\$16,595,000	\$13,605,000	\$5,520,000	\$7,034,500	\$5,482,500	\$4,322,500	
Special Dedicated Funds								
PRK-1	Parking Vehicle Replacement (Parking Funds)	\$40,000	\$40,000					Supports Department's Request for FY20
IT-2	Student Device Refresh (Cable Funds)	\$372,870	\$372,870	\$627,756	\$791,202	\$741,160	\$676,109	Supports Department's Request for FY20
DPW-1	Major Annual Road Maintenance (Ch 90)	\$1,364,729	\$1,364,729	\$1,364,729	\$1,364,729	\$1,364,729	\$1,364,729	Supports Department's Request for FY20
	Total Special Dedicated Funds	\$1,777,599	\$1,777,599	\$1,992,485	\$2,155,931	\$2,105,889	\$2,040,838	
Water & Sewer Enterprise Funds								
DPW-12	Water & Sewer Vehicles (WER)	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	Supports Department's Request for FY20
DPW-13	Filter Backwash Discharge Tank (WEB)				\$4,600,000			Placeholder for Future Need
DPW-14	Water Main Replacement Projects (WEB)	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	Supports Department's Request for FY20
DPW-16	WTP Parking Area Reconstruction (WER)	\$110,000	\$110,000					Supports Department's Request for FY20
DPW-17	Hydrant Replacement Program (WER)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	Supports Department's Request for FY20
DPW-18	Water Treatment GAC Replacement (WER)	\$450,000	\$450,000	\$500,000			\$560,000	Supports Department's Request for FY20
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)			\$50,000	\$50,000	\$50,000	\$50,000	Placeholder for Future Need
DPW-29	Fish Brook Intake Replacement (WEB)			\$500,000	\$14,500,000			Placeholder for Future Need
	Total Water & Sewer Enterprise Funds	\$4,885,000	\$4,885,000	\$5,375,000	\$23,475,000	\$4,375,000	\$4,935,000	
	Total All Requests	\$31,861,197	\$27,231,297	\$19,785,562	\$36,986,449	\$15,345,178	\$14,718,866	

RECOMMENDATIONS AND FUNDING SUMMARY
Fiscal 2020 Recommendations – Funded by General Fund Revenue

	2020	2021	2022	2023	2024	Grand Total
CD&P	262,000	602,000	412,000	112,000	112,000	1,500,000
Conservation Land Management	12,000	12,000	12,000	12,000	12,000	60,000
Record Scanning Project	0	100,000	100,000	100,000	100,000	400,000
Bicycle & Pedestrian Master Plan	0	40,000				40,000
Bowling Green Feasibility Study		20,000	150,000			170,000
Software Upgrade	100,000					100,000
Historic Mill District Circulation/Street Design Implement	50,000					50,000
Castle Heights ADA Accessible Area	15,000	15,000				30,000
Dale Street Shawsheen River Access	0	150,000				150,000
Conservation Dog Park - Grant Match	25,000					25,000
Haggetts Pond Accessible Rail Trail		15,000	150,000			165,000
Merrimack River Reservation Access Design Plan	60,000	250,000				310,000
DPW	420,000	615,000	783,000	495,000	537,000	2,850,000
Storm Water Management		100,000	100,000	100,000	100,000	400,000
Public Works Vehicles - Small	200,000	120,000	363,000	75,000	117,000	875,000
Minor Sidewalk Repairs	200,000	250,000	250,000	250,000	250,000	1,200,000
Spring Grove Cemetery Improvements	20,000	20,000	20,000	20,000	20,000	100,000
Two Way Radio System Phase 2	0	75,000				75,000
Stormwater Infrastructure Condition Assessment Program		50,000	50,000	50,000	50,000	200,000
Facilities	1,283,000	1,672,000	1,578,000	1,128,000	1,115,000	6,776,000
Town Vehicle Replacement	123,000	97,000	118,000	118,000	105,000	561,000
Town Projects - Building Division	380,000	380,000	380,000	380,000	380,000	1,900,000
Town Projects - Mechanical & Electrical Division	280,000	280,000	280,000	280,000	280,000	1,400,000
Town & School Security Projects	100,000	315,000	300,000	100,000	100,000	915,000
Town Parks and Playground Improvements	400,000	600,000	500,000	250,000	250,000	2,000,000
Finance	40,000	10,000	10,000	10,000	10,000	80,000
MUNIS Software	40,000	10,000	10,000	10,000	10,000	80,000
Fire	0	192,000	70,000	70,000	70,000	402,000
Fire Apparatus Replacement	0	75,000	70,000	70,000	70,000	285,000
SCBA Air Compressor System	0	92,000				92,000
Specialized Industrial Washer and Dryer		25,000				25,000
IT	742,098	877,077	398,018	406,789	451,528	2,875,510
Annual Staff Device Refresh	504,598	546,577	398,018	406,789	451,528	2,307,510
IT Platforms & Infrastructure	237,500	330,500				568,000
Library	10,000	35,000				45,000
Library Circulation Desk Replacement	10,000	35,000				45,000
Police	195,000	620,000	205,000	225,000	225,000	1,470,000
Police Vehicle Replacement	195,000	205,000	205,000	225,000	225,000	1,055,000
Mobile Camera Trailer System		50,000				50,000
Upgrade CAD/RMS/Mobile Software		365,000				365,000
School	1,011,600	1,075,000	865,000	935,000	900,000	4,786,600
School Projects - All Schools	585,000	675,000	675,000	675,000	675,000	3,285,000
School Projects - By Building	426,600	400,000	190,000	260,000	225,000	1,501,600
Grand Total	3,963,698	5,698,077	4,321,018	3,381,789	3,420,528	20,785,110

RECOMMENDATIONS AND FUNDING SUMMARY
Fiscal 2020 Recommendations – Funded by General Fund Borrowing

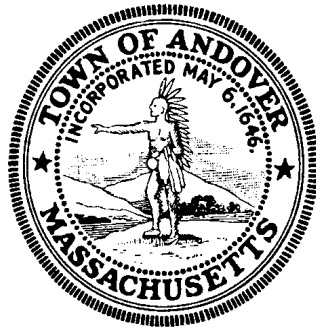
	2020	2021	2022	2023	2024	Grand Total
CD&P	400,000					400,000
Parking and Hardscape Improvements - Phase I	400,000					400,000
Community Services	2,000,000	500,000				2,500,000
Center at Punchard Design/Bldg Construction	2,000,000	500,000				2,500,000
DPW	880,000	880,000	400,000	920,000	335,000	3,415,000
Road Maintenance	0	0	0	0	0	0
Public Works Vehicles - Large	380,000	580,000	400,000	620,000	335,000	2,315,000
Minor Storm Drain Improvements		300,000		300,000		600,000
Town Bridge Evaluation & Maintenance	500,000					500,000
Reconstruction of Existing Sidewalks	0	0	0	0	0	0
New Sidewalk Construction	0	0	0	0	0	0
Facilities	1,070,000	960,000	1,450,000	1,800,000	1,405,000	6,685,000
Major Town Projects	650,000	610,000	850,000	1,250,000	1,050,000	4,410,000
Town & School Energy Initiatives	420,000	350,000	600,000	550,000	355,000	2,275,000
Fire	835,000	750,000	360,000		370,000	2,315,000
Bi-Directional Amplifier System	175,000					175,000
Fire Apparatus Replacement	360,000	750,000	360,000		370,000	1,840,000
Public Safety Microwave Communications System	300,000					300,000
IT			914,500	862,500	712,500	2,489,500
IT Platforms & Infrastructure			914,500	862,500	712,500	2,489,500
School	920,000	2,930,000	3,910,000	1,900,000	1,500,000	11,160,000
Major School Projects	920,000	2,930,000	3,910,000	1,900,000	1,500,000	11,160,000
School Site Improvement Plan			0	0	0	0
TM	3,500,000	3,500,000				7,000,000
Ballardvale Fire Station Construction	3,500,000	3,500,000				7,000,000
Water	6,800,000	10,000,000	15,850,000	11,250,000	4,000,000	47,900,000
Filter Backwash Discharge Tank			4,600,000			4,600,000
Water Main Replacement Projects	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Fish Brook Intake Replacement		500,000	7,250,000	7,250,000		15,000,000
WTP Backwash Discharge	300,000					300,000
WTP Electrical Substation	2,500,000	2,500,000				5,000,000
Major Water Main Replacement		3,000,000				3,000,000
Grand Total	16,405,000	19,520,000	22,884,500	16,732,500	8,322,500	83,864,500

RECOMMENDATIONS AND FUNDING SUMMARY

Fiscal 2020-2024 Recommendations – Debt Service

	Recommendation	2020	2021	2022	2023	2024
CD&P	400,000	0	54,000	52,600	51,200	49,800
Parking and Hardscape Improvements - Phase I	400,000	0	54,000	52,600	51,200	49,800
Community Services	2,500,000	0	108,743	135,928	135,928	135,928
Center at Punchard Design/BldgConstruction	2,500,000	0	108,743	135,928	135,928	135,928
DPW	3,415,000	0	118,800	234,520	282,360	399,000
Road Maintenance	0	0	0	0	0	0
Public Works Vehicles - Large	2,315,000	0	51,300	128,270	178,910	257,850
Minor Storm Drain Improvements	600,000	0	0	40,500	39,450	78,900
Town Bridge Evaluation & Maintenance	500,000	0	67,500	65,750	64,000	62,250
Reconstruction of Existing Sidewalks	0	0	0	0	0	0
New Sidewalk Construction	0	0	0	0	0	0
Facilities	6,685,000	0	144,450	270,305	458,950	689,770
Major Town Projects	4,410,000	0	87,750	167,825	278,165	439,530
Town & School Energy Initiatives	2,275,000	0	56,700	102,480	180,785	250,240
Fire	2,315,000	0	160,225	256,890	298,280	289,810
Bi-Directional Amplifier System	175,000	0	41,125	39,900	38,675	37,450
Fire Apparatus Replacement	1,840,000	0	48,600	148,590	193,305	188,160
Public Safety Microwave Communications System	300,000	0	70,500	68,400	66,300	64,200
IT	2,489,500	0	0	0	214,908	411,194
IT Platforms & Infrastructure	2,489,500	0	0	0	214,908	411,194
School	11,160,000	0	93,533	389,270	777,803	952,863
Major School Projects	11,160,000	0	93,533	389,270	777,803	952,863
School Site Improvement Plan	0	0	0	0	0	0
TM	7,000,000	0	190,300	380,599	380,599	380,599
Ballardvale Fire Station Construction	7,000,000	0	190,300	380,599	380,599	380,599
Water	47,900,000	0	593,000	1,505,575	2,820,275	3,716,238
Filter Backwash Discharge Tank	4,600,000	0	0	0	391,000	382,950
Water Main Replacement Projects	20,000,000	0	340,000	673,000	999,000	1,318,000
Fish Brook Intake Replacement	15,000,000	0	0	117,500	730,250	1,330,313
WTP Backwash Discharge	300,000	0	40,500	39,450	38,400	37,350
WTP Electrical Substation	5,000,000	0	212,500	420,625	411,875	403,125
Major Water Main Replacement	3,000,000	0	0	255,000	249,750	244,500
Grand Total	83,864,500	0	1,463,051	3,225,688	5,420,303	7,025,202

SECTION 3



PROJECT REQUESTS BY DEPARTMENT

CAPITAL IMPROVEMENT PROGRAM

TOWN MANAGER



TOWN MANAGER

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Ballardvale Fire Station Construction*

TM-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20:
Original Dept. Request: \$8,000,000
Submitted by: Andrew P. Flanagan
Department: Town Manager
Funding Source: General Fund Borrow/Free Cash

Project Description:

Reconstruction of the Ballardvale Fire Station, acquisition of land and related costs

Project Justification and Purpose:

The Ballardvale Fire Station building is inadequately sized and is in poor condition. A new Ballardvale Station would provide an appropriate working environment for Fire and Rescue staff as well as adequate space for fire apparatus and equipment. The Town has hired a consultant to prepare an architectural feasibility study which will assist in determining the design options and will compare the potential costs of constructing an addition versus reconstructing as a larger station.

Cost Estimate & Timing:

The funding request for FY20 would allow for the purchase of 161 Andover Street and advance the project to final design and construction.

Estimated Annual Operating or Maintenance Cost or Savings:

The annual operating costs will be determined as part of the final design phase

Town Manager's Recommendation:

The Town Manager supports this request and recommends using \$1,000,000 from free cash and \$7,000,000 from borrowing.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$8,000,000	\$8,000,000
2021		
2022		
2023		
2024		

TOWN MANAGER

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Town Offices Customer Service Building Improvements*

TM-2

Department Priority Ranking:

(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (FY21 Request)

Original Dept. Request: \$1,200,000 (FY21 Request)

Submitted by: Andrew P. Flanagan

Department: Town Manager

Funding Source: Free Cash

Project Description:

Using funding from an FY18 capital appropriation the Building Improvement Task Force engaged a professional design firm to review existing conditions of Town offices to identify short-term and long-term changes that will improve the customer experience and make it easier for the public to conduct business. This FY21 request will provide additional funding to implement the recommendations to improve access and enhance the overall employee/customer experience at the Andover Town Offices building. The evaluation included the following issues identified by the Building Improvement Task Force:

1. Signage and wayfinding
2. Building entrances and interior doorways
3. Public meeting spaces and conference rooms
4. Interior hallways and overall layout
5. Restrooms
6. Counter, waiting and seating space
7. Optimal location of public facing office space
8. Use of technology
9. ADA compliance
10. Security of staff and the public

Project Justification and Purpose:

The Andover Town Offices are currently housed in what was originally the Punchard High School. The building was renovated in 1986 to accommodate several departments, including the Town Clerk, Town Treasurer, Town Manager and Community Development and Planning. As such, the configuration of the office and public spaces were developed over a number of years based on need and not necessarily focused on the task of providing ideal customer service. The purpose of this project is to improve the customer service experience and at the same time improve the Town Office physical space to best serve everyone entering, using or working in the building and to reflect the Town of Andover's commitment to excellence in serving the public.

Cost Estimate & Timing:

The project is expected to be completed in FY22.

Estimated Annual Operating or Maintenance Cost or Savings:

To be determined.

TOWN MANAGER

Town Manager's Recommendation:

The Town Manager supports this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021	\$1,200,000	\$1,200,000
2022		
2023		
2024		

FINANCE AND BUDGET



FINANCE AND BUDGET

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***MUNIS Financial Software Improvements***

FIN-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$40,000
Original Dept. Request: \$50,000
Submitted by: Donna M. Walsh
Department: Finance
Funding Source: General Fund Revenue

Project Description:

This request continues the implementation of additional MUNIS modules and allows more users to be trained on existing modules. Over the past five years many modules have been implemented and some are in progress. This request will fund the purchase and implementation of MUNIS Employee Self Service (ESS), Tyler Content Manager (TCM) and Tyler Customer Self Service CSS) as well as allow for on-going MUNIS consulting in future years.

Project Justification and Purpose:

A fully integrated financial system should be a priority when feasible. In FY19 funds were approved to purchase the Employee Self Service module. However due to personnel changes, and with the approval of the Town Manager, the funds were used to purchase Tyler Cashiering. This module allows the Treasurer's Office to record RE, PP and MVX payments on a real time basis and to provide an actual receipt thereby improving customer service.

Employee Self Service software gives employees access to view sick and vacation history, allows employees to request time-off which the supervisor can approve electronically and allows employees to easily make changes to personal information. The module also stores information such as W-4 and historical W-2's. ESS also allows for a more seamless health insurance enrollment process. Funds are also requested to implement Tyler Content Manager. This software acts as an "electronic filing cabinet" allowing users to scan and attach financial documents in MUNIS. Lastly Tyler Customer Self Service will allow residents to pay their RE, PP and MVX bills on-line in a more user friendly environment and have the ability to see historical information about charges, payments and assessed values.

Purchasing all three modules as a package results in a 20% discount.

Cost Estimate & Timing:

MUNIS Employee Self Service - \$25,000 License and Implementation
Tyler Content Manager - \$48,000 License and Implementation
Tyler Customer Self Service - \$11,000 License and Implementation

Available funds approved in prior years will be used to supplement the above.

Estimated Annual Operating or Maintenance Cost or Savings:

Annual support for ESS is estimated at \$4,600. Annual support for TCM is estimated at \$8,100
Annual support for CSS is estimated at \$2,000

FINANCE AND BUDGET

Town Manager's Recommendation:

The Town Manager supports this request for FY20 in the amount of \$40,000.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$50,000	\$40,000
2021	\$10,000	\$10,000
2022	\$10,000	\$10,000
2023	\$10,000	\$10,000
2024	\$10,000	\$10,000

FINANCE AND BUDGET

Information Technology



INFORMATION TECHNOLOGY

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Annual Staff Device Refresh*

IT-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$504,598
Original Dept. Request: \$504,598
Submitted by: Paul J. Puzzanghera, CIO
Department: Information Technology
Funding Source: General Fund Revenue

Project Description:

This article provides personal computers (both desktop and laptop) to all Andover staff including Town knowledge workers, school knowledge workers and teachers. Devices are leased and are refreshed every four years.

Project Justification and Purpose:

This provides up to date computers for all Town and School staff.

Cost Estimate & Timing:

See chart below.

Comments:

- Schools have elected to refresh teacher devices with Windows based laptops rather than Apple Macintosh OS X type computers. This has resulted in a significant net savings.
- Instructional assistants are now provided with devices to support their roles.
- IT has elected to move away from purchasing vendor warranties and move to a self-repair model based on operating history. This has also yielded a significant savings.
- Costs of certain management software are now shared with IT-2 as the number of student devices continues to expand.
- This request contains funding to move the Town away from purchasing Microsoft Office and instead moves toward Office 365 annual subscription. This will allow IT to wind down its investment in server and storage infrastructure to support on premise email management
- This article in conjunction with IT-2 proposes that we move away from purchasing substantial numbers of classroom and student devices for high school and middle school students. Instead we will move to a six-year cycle for devices where staff will utilize the devices for years 1-3 and students will utilize the devices during years 4-6. This results in savings of roughly \$1M over compared to funding new purchases for IAs, students and classrooms. The current plan will replace high school, middle school and elementary school teacher machines in successive year and repurposing these assets for student use. This is reflected in the "Transfer" line in IT-1 and IT-2

INFORMATION TECHNOLOGY

Estimated Annual Operating or Maintenance Cost or Savings:

All annual costs are included in this article. These include Microsoft Office, management software and anti-virus software.

Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$504,598	\$504,598
2021	\$546,577	\$546,577
2022	\$398,018	\$398,018
2023	\$406,789	\$406,789
2024	\$451,528	\$451,528

INFORMATION TECHNOLOGY

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Annual Student Device Refresh*

IT-2

Department Priority Ranking: 2
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$372,870
Original Dept. Request: \$372,870
Submitted by: Paul J. Puzzanghera, CIO
Department: Information Technology
Funding Source: Cable Funds

Project Description:

Provide funding for all student computing needs including the iAndover 1:1 technology initiative. 100% of all Andover students now have full time, on-demand access to technology as needed. Devices are leased and replaced every four years.

Project Justification and Purpose:

The Andover program utilizes a hybrid approach that provides in-school devices to elementary students but allows middle and high school students to “Bring Your Own Device” (BYOD) to permit 24x7 access to learning tools and environments. This model allows us to promote a full 1:1 program in a more cost efficient manner.

Specifically:

- Grade K-1 students are provided with shared tablets by the district (currently Apple iPads)
- Grade 2-5 students are provided an Internet capable laptop (currently a cost effective Chromebook device)
- Grades 6-12 students may bring their own laptop. Students with demonstrated need receive district provided devices (currently repurposed Windows laptops)

This article provides funding to enable all Andover students to have access to a personal computing device during the school day to:

- Provide access to desktop and web based applications and learning platforms
- Provide a platform for moving fully to an eBooks digital format in lieu of expensive traditional paper versions
- Access new generation learning content (videos, audiobooks, rich multimedia content, etc.)
- Facilitate research and note-taking
- Provide assistive learning environments for special education students
- Encourage collaboration
- Create new opportunities for differentiated instruction and real time assessment

Furthermore, this article provides funding in support of special purpose devices required by music, art, engineering, photography and other unique departments. These are typically provided as fixed “labs” or in mobile carts. With the advent of the 1:1 initiative, the number of devices required for these purposes has diminished dramatically.

INFORMATION TECHNOLOGY

Cost Estimate & Timing:

See below.

In FY18 IT elected to move away from purchasing vendor warranties and move to a self-repair model based on operating history. Most of the repair costs from student machines are from “accidental damage” rather than device failure. Student repair rates are higher than for staff devices. Nonetheless, this has yielded a significant savings.

Estimated costs include costs for configuring devices, providing protective cases as well as charging stations.

In FY19 costs of certain management software are now shared with IT-1 as the number of student devices continues to expand.

Costs escalate significantly in FY21 when devices that were initially purchased with one time funds are replaced with annual lease costs.

Estimated Annual Operating or Maintenance Cost or Savings:

All annual costs are included in this article. These include Microsoft Office, management software and anti-virus software.

Town Manager’s Recommendation:

The Town Manager supports the FY20 request from Cable Franchise Funds.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$372,870	\$372,870
2021	\$627,756	\$627,756
2022	\$791,202	\$791,202
2023	\$741,160	\$741,160
2024	\$676,109	\$676,109

INFORMATION TECHNOLOGY

	Device Count	Unit Cost	FY20	FY21	FY22	FY23	FY24
K-1 1:1 Leases							
Existing iPad Leases			10,324	10,324			
FY19 Apple Lease			24,723	24,723	24,723		
FY20 Apple Lease	200	123	24,697	24,697	24,697	24,697	
FY21 Apple Lease	600	123		74,090	74,090	74,090	74,090
FY22 Apple Lease	200	123			24,697	24,697	24,697
Elementary 1:1 Leases							
Existing Chromebook Leases			87,774	87,774			
FY19 Chromebook Lease			23,083	23,083	23,083		
FY20 Chromebook Lease	150	124	18,563				
FY21 Chromebook Lease	1,000	124		123,752	123,752	123,752	123,752
FY22 Chromebook Lease	1,000	124			123,752	123,752	123,752
Middle and High School 1:1 Leases (Loans + Spares)							
FY20 Windows Lease	0	202					
FY24 Windows Lease	0	202					
Transfer from Staff Fleet			40,354	80,708	158,550	121,062	80,708
Repair Allowance			48,000	48,000	48,000	48,000	48,000
1:1 Program Subtotal			277,518	497,151	625,345	540,050	475,000
Lab and Shared Devices							
FY20 Workstation Lease	75	303	22,750	22,750	22,750	22,750	
FY21 Workstation Lease	75	303		22,750	22,750	22,750	22,750
FY22 Workstation Lease	75	303			22,750	22,750	22,750
FY23 Workstation Lease	75	303				22,750	22,750
FY24 Workstation Lease	75	303					22,750
FY20 Tablet Lease	101	123	12,503	12,503	12,503	12,503	
FY21 Tablet Lease	101	123		12,503	12,503	12,503	12,503
FY22 Tablet Lease	101	123			12,503	12,503	12,503
FY23 Tablet Lease	101	123				12,503	12,503
FY24 Tablet Lease	101	123					12,503
Repair Allowance			16,000	16,000	16,000	16,000	16,000
Lab and Shared Device Subtotal			51,252	86,505	121,757	157,009	157,009
Software							
Microsoft Office School Enterprise License			22,500	22,500	22,500	22,500	22,500
Management Software (JAMF)			17,600	17,600	17,600	17,600	17,600
AntiVirus Software			4,000	4,000	4,000	4,000	4,000
Software Subtotal			44,100	44,100	44,100	44,100	44,100
Total Student Fleet CIP Request			372,870	627,756	791,202	741,160	676,109

INFORMATION TECHNOLOGY

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *IT Infrastructure*

IT-3

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$237,500
Original Dept. Request: \$237,500
Submitted by: Paul J. Puzzanghera, CIO
Department: Information Technology
Funding Source: General Fund Revenue

Project Description:

This project contains funding for all IT infrastructure including both hardware and software platforms that are shared by all Town and School departments.

Project Justification and Purpose:

The two largest spending components of this article are:

Digital Signage – In FY19 Town Meeting approved funding for a Media Management and Delivery Platform. We will utilize this new technology to create rich interactive signage throughout the Town and School community. This will range from “wayfinding” signage in main buildings to improve the customer service experience to school based signage to delivery daily news as well as emergency alerting instructions.

Managed Print – Currently each school and department maintains a separate fleet of printers and copiers. We have in excess of 1,000 imaging devices. Most of these devices are low volume, high cost per page devices. This funding will support moving to a more centralized printing model that is vastly more economical. This will support purchase of both hardware and management software to assist in this transition.

Cloud Based Backup – This will extend our current local backup to a hybrid on-premise/cloud model that will provide the safety of remote backup along with the ability to maintain continuous operations in the event of a major data center failure or catastrophic event.

Cost Estimate & Timing:

See below.

Estimated Annual Operating or Maintenance Cost or Savings:

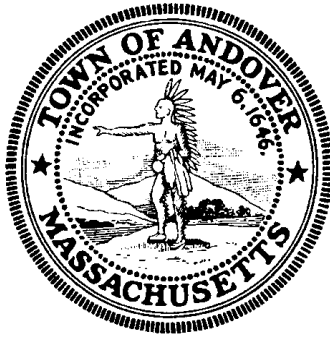
Managed print services will reduce operational expenses significantly. High volume imaging devices are 2-3X more cost efficient than consumer grade devices.

Town Manager's Recommendation:

The Town Manager supports this request.

INFORMATION TECHNOLOGY

LIBRARY



LIBRARY

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Library Circulation Desks Replacement*

LIB-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$10,000
Original Dept. Request: \$20,000
Submitted by: Library Director
Department: Library
Funding Source: General Fund Revenue

Project Description:

Replace the Circulation Desk in the Children's Room in FY20. Replace the main Circulation Desk on Level 1 in FY21.

Project Justification and Purpose:

The current Children's Room circulation desk is 31 years old. The laminate surface has already been replaced twice and needs to be replaced again. The surface needs to be solid, not laminate. The desk is too low and is ergonomically a problem for library staff and patrons. Doors and drawers are breaking. Layout needs have changed with new technology.

The Main Circulation Desk on Level 1 is also in need of replacement. It is ergonomically a major problem for both staff and the public, due to its height, which is 3" higher than standard. It is both a physical and psychological barrier to good customer service to patrons of all ages (especially seniors and children).

Cost Estimate & Timing:

\$20,000 for the Children's Room Desk -- Work to commence in Fall 2019 -- Requested in FY2020
\$35,000 for the Main Circulation Desk -- Work to commence in Fall 2020.- Requested in FY2021
Cost estimates from architect/furniture designer

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports the FY20 request in the amount of \$10,000

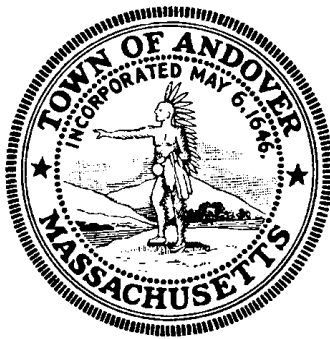
Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$20,000	\$10,000
2021	\$35,000	\$35,000

INFORMATION TECHNOLOGY

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$237,500	\$237,500
2021	\$330,500	\$330,500
2022	\$914,500	\$914,500
2023	\$862,500	\$862,500
2024	\$712,500	\$712,500

INFORMATION TECHNOLOGY

COMMUNITY DEVELOPMENT & PLANNING



COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **CD&P Record Scanning Project**

CDP-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0
Original Dept. Request: \$100,000
Submitted by: Andrew Flanagan
Department: CD&P & IT
Funding Source: General Fund Revenue

Project Description:

CD&P has conducted a pilot program to develop the framework to determine a target Enterprise Content Management (ECD) platform. In collaboration with the IT Department this project seeks to identify an ECD platform for records management software, which will facilitate the scanning and indexing of all documents within CD&P and allow for them to be retrievable online. This process will increase transparency as volumes of public records will become available to the public, while increasing staff efficiency when retrieving, searching, collating and refiling records. Since the enactment of the new public records law CD&P has been overwhelmed with public records requests in FY19 CD&P has had over 264 public records requests. Indexing all the records will increase the efficiency of the office staff and the enables us to provide the information to the public in a quick and timely manner.

Project Justification and Purpose:

The IT Department will lead this effort in identifying the technology solution that we will use for the records management. The purpose of this CIP request is to request the necessary funding for the records management software and additional scanning of records. We intend to use competitive bidding to select a vendor for the software and we will then use to implement a comprehensive multi-year scanning project. FY21-24 funding is being requested to support expansion of this project for additional departments. The pilot project will also examine whether application and permitting fees should be increased for the continuation of scanning records as new plans and projects are submitted.

Cost Estimate & Timing:

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports this request for FY21 – FY24. Funds were appropriated in FY16 for a digital record study which needs to be completed before funds are provided for this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$100,000	\$0
2021	\$100,000	\$100,000
2022	\$100,000	\$100,000
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *CD&P Software Upgrade*

CDP-2

Department Priority Ranking: 2
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$100,000
Original Dept. Request: \$100,000
Submitted by: Andrew Flanagan
Department: CD&P & IT
Funding Source: General Fund Revenue

Project Description:

Upgrade the current ViewPermit Legacy Software and View Inspect module to ViewPoint Cloud

Project Justification and Purpose:

ViewPoint Cloud offers a higher level of efficiency as it routes, approves and issues permits 5 times faster than the ViewPoint Legacy Software. It supports additional permit type's online, online license renewal such as dog license, restaurants and has the ability to track their progress. It is more customer service friendly by allowing communications between staff and citizens/contractors thru email conversations. It is user friendly and easy to use. It offers more access to data for the customers and staff and is flexible, customizable, and adaptable.

Cost Estimate & Timing:

Of the \$80,005 is a one-time fee for implementation and deployment services \$30,625 including end user education course. FY18 annual cost was \$27,875 for annual maintenance, support, hosting ViewPermit; Mass Master Contractors update services and ViewInspect support and maintenance for CD&P Inspector's mobile devices. These fees would be included in the ViewPoint Cloud annual cost \$49,680.

Estimated Annual Operating or Maintenance Cost or Savings:

The software is user friendly and customizable it allows users to create new permits, licenses, etc.... which will reduce the annual operating budget by reducing IT personnel's and vendor involvement.

Town Manager's Recommendation:

The Town Manager supports this request

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$100,000	\$100,000
2021		
2022		
2023		
2024		

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Historic Mill District – Circulation and Street Design - Implementation*

CDP-3

Department Priority Ranking:
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$50,000
Original Dept. Request: \$50,000
Submitted by: CD&P/DPW
Department: CD&P/DPW
Funding Source: General Fund Revenue

Project Description:

With the goal of helping set the table for targeted economic development in the Historic Mill District, the Town seeks design funding to implement pedestrian & vehicular improvements, pursuant to recommendations that are further outlined in the Circulation and Street Design Study as performed by Design Consultants, Inc. The design funds requested would be utilized to develop construction level drawings for one or more intersections that may include:

- Essex/Railroad/Pearson Streets
- School/Essex Streets
- Essex/Brook/Ridge Streets
- Essex/Brook Streets
- Essex Street/Shawsheen Road/Red Spring Road
- School Street/Ridge Street/Lupine Road

Project Justification and Purpose:

Pursuant to recommendations of the Circulation and Street Design Study as performed by Design Consultants, Inc. this project will seek to facilitate construction of various pedestrian & vehicular improvements within the Historic Mill District.

Cost Estimate & Timing:

Total Cost Construction \$ TBA

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$50,000	\$50,000

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Bowling Green Feasibility Study – Development Strategic Plan to Enhance Community Space*** CDP-4

Department Priority Ranking:
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0
Original Dept. Request: \$20,000
Submitted by: Paul Materazzo
Department: CD&P
Funding Source: General Fund Revenue

Project Description:

The Bowling Green feasibility study will guide future improvements and redevelopment to municipal land, the existing abandoned municipal structure and abutting street network, with the goal of balancing the historic character of Shawsheen Village; its use as a community gathering place; its strategic location adjacent in the Shawsheen River; and its unique blend of both passive and active recreational spaces.

Project Justification and Purpose:

The project would seek to: Perform a feasibility study that will seek to enhance the historic character of Shawsheen Village by developing a suite of options that will improve pedestrian and vehicular safety along Haverhill Street and Balmoral Street, create a dynamic community space in Shawsheen Village, develop options for adaptive reuse of the existing municipal structure, while expanding recreational opportunities within the Bowling Green & adjacent Shawsheen River.

This project is intended to build off the momentum of the Shawsheen Renaissance Project, which had identified public reinvestment in the Bowling Green.



Cost Estimate & Timing:

Total Cost Feasibility Study \$20,000, Design Services Est \$150,000 , Construction \$ TBA

COMMUNITY DEVELOPMENT & PLANNING

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports moving this request from FY20 and FY21 to FY21 and FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$20,000	\$0
2021	\$150,000	\$20,000
2022		\$150,000
2023		
2024		

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Parking and Hardscape
Improvements – Phase I*

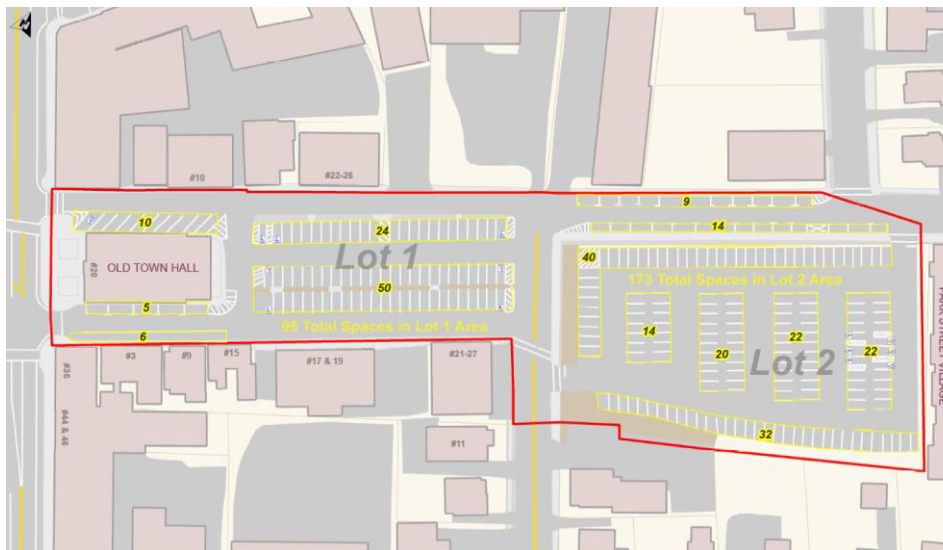
CDP-5

Department Priority Ranking:
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$400,000
Original Dept. Request: \$400,000
Submitted by: Paul Materazzo
Department: DPW, FAC & CD&P
Funding Source: General Fund Borrowing

Project Description:

The Downtown Amenity Project Phase I (DAPP1) will set in motion a deliberate approach in facilitating construction of a strategic place making opportunity in downtown. With input from residents, downtown businesses, community stakeholders and guided by the recommendations as set forth in the Feasibility Study/Master Plan Downtown Initiative as prepared by Gamble Associates, Phase I will facilitate reconstruction of Municipal Parking Lots 1 and 2 by providing a rational solution for enhancing pedestrian and vehicular safety.



Project Justification and Purpose:

The project would seek to advance construction of DAPP1, pursuant to the recommendations that have been outlined in the Feasibility Study/Master Plan Downtown Initiative as prepared by Gamble Associates.

Justification for implementation of DAPP1 has been further identified in the “Imagine Andover” Leadership ICMA Consulting, Peer Assistance Project September 2016 and the Nelson Nygaard Parking Study 2016 as a Strategic Supply Optimization recommendation and Andover 2012 Master Plan.

With the goal of maintaining available parking for local merchants and residents throughout the implementation of this project funding for Phase II will be pursued in a subsequent fiscal year. Phase II of the project will include development of a centralized gathering space, reconfiguration of roadways and realignment of existing parking spaces in Lot 1.

COMMUNITY DEVELOPMENT & PLANNING

Cost Estimate & Timing:

Total Cost Construction \$ TBD

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$400,000	\$400,000
2021		
2022		
2023		
2024		

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Bicycle & Pedestrian Master Plan*

CDP-6

Department Priority Ranking:

(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0

Original Dept. Request: \$40,000

Submitted by: Paul Materazzo

Department: CD&P

Funding Source: General Fund Revenue

Project Description:

Background

Purpose of the Bicycle & Pedestrian Master Plan has five major goals:

1. Update existing sidewalk master plan to pursue MassDot's Complete Streets funding.
2. To provide policies and guidelines for facilities that will make walking/biking safer, easier, and more attractive.
3. To provide design standards for physical improvements related to the pedestrian realm.
4. To outline steps to encourage walking/biking as an alternative to automobile travel, as beneficial exercise, and as a benefit to the community.
5. To provide an action plan to create an economical and efficient non-automobile transportation network within Andover and connecting to other communities and destinations.

Project Justification and Purpose:

The project would seek to: Develop a bicycle and pedestrian master plan that will assist the Town with targeted infrastructure investment, with the goal of enhancing pedestrian mobility and safety throughout community.

This project is supported by Town's 2012 Master Plan (excerpts below), which encourages:

- LU.1.4. Encourage pedestrian access in downtown.
- LU.1.7. Help downtown Andover to become 100% accessible to persons with disabilities.
- LU.5.2. Promote a pedestrian-oriented downtown that respects Andover's small-town character and heritage.
- OS.8.6. Support on-road and off-road biking for recreation and for commuting to work and school.
- TC.2.1. Promote local transportation improvements such as bridge repairs, congestion elimination, and new sidewalks.
- TC.3.1. Provide for safe and comfortable bicycle and pedestrian circulation throughout Andover.

COMMUNITY DEVELOPMENT & PLANNING

- TC.4.1. Promote environmentally friendly road construction techniques.
- MF.1.6. Implement new technologies and “Green initiatives”⁴ to conserve power and reduce Andover’s carbon footprint.

Cost Estimate & Timing:

Total Cost Feasibility Study \$40,000, Design Services \$TBA, Construction \$TBA

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager’s Recommendation:

The Town Manager supports moving this request to FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$40,000	\$0
2021		\$40,000
2022		
2023		
2024		

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Castle Heights ADA Accessible Area*

CDP-7

Department Priority Ranking: TM's Rec. for FY20: \$15,000
(1 = highest, 2 = second highest, etc.) Original Dept. Request: \$15,000
Submitted by: CD&P
Department: CD&P
Funding Source: General Fund Revenue

Project Description:

The Castle Heights Conservation Area, located along the Shawsheen River, is an area easily accessible by wheelchair with parking available. With the removal of the Marland Place Dam, there is an increase in fish migration, wildlife habitat and demand for enjoyment of the river. This project would include construction of a handicapped accessible picnic and fishing area with a wheelchair accessible picnic table and an area to safely access the edge of the river.

The eventual goals for this project are three-fold.

Funding in the amount of \$5,000 is sought for the design and layout of the project by a Landscape Architect. This will allow us to visualize the entire project and make any necessary adjustments to the design. Funding in the amount of \$10,000 will be needed for permitting of the project, including a 40' 1 Water Quality. Funding in the amount of \$25,000 for the construction of the picnic and fishing area, ramps, picnic table and a small wall along the river to access the river's edge and fish from 4-5 feet above the water.

Project Justification and Purpose:

Conservation is working towards making more conservation areas ADA accessible and this project would allow wheelchair access to the Shawsheen River for fishing and enjoyment of the wildlife. The project seeks to prepare the design and layout; permitting for the project and construction of the project.

Cost Estimate & Timing:

Total Request - \$15,000 in FY20 and \$15,000 in FY21

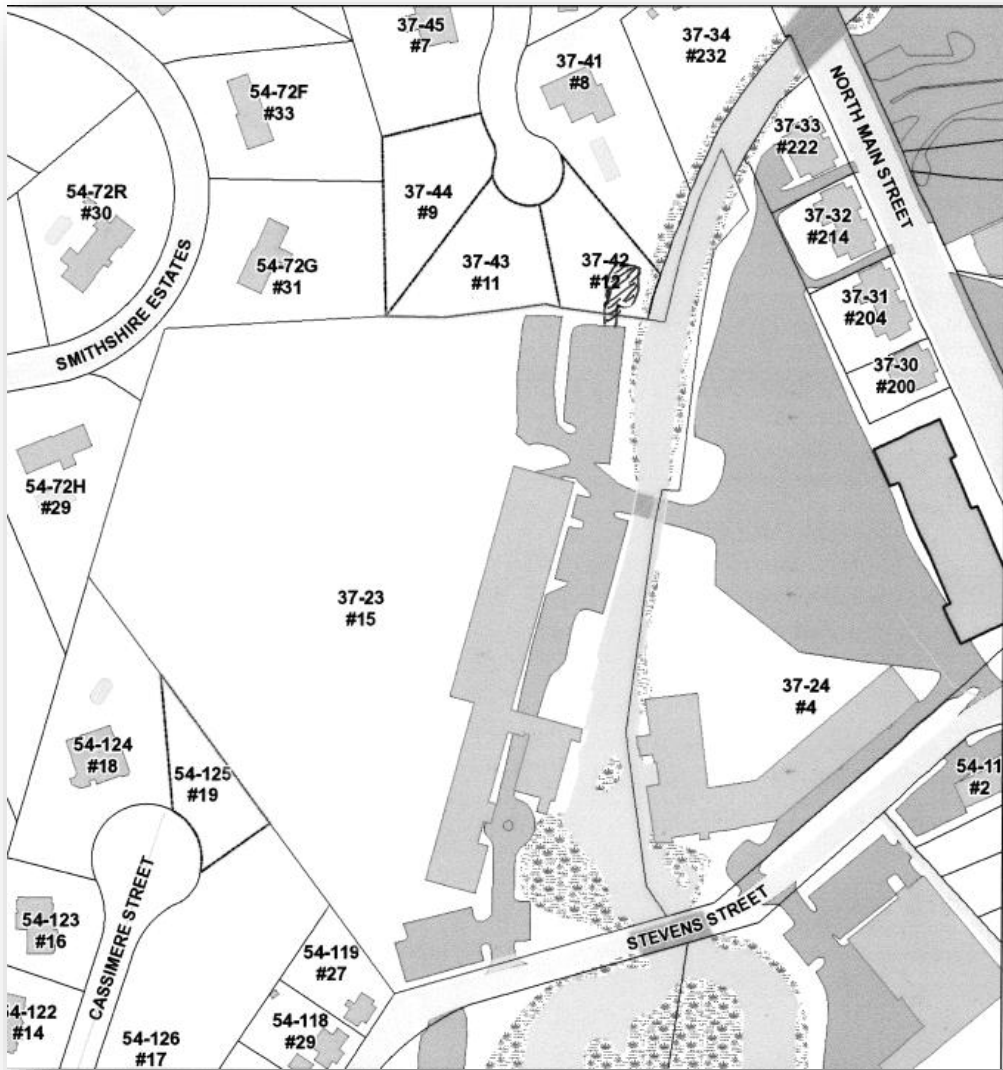
Estimated Annual Operating or Maintenance Cost or Savings:

Estimated cost of \$300 per year for maintenance and upkeep supplemented by volunteer work.

Town Manager's Recommendation:

The Town Manager supports funding this request for FY20 and FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$15,000	\$15,000
2021	\$15,000	\$15,000



The proposed site is located on Parcel 37-42 shown above.

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Dale Street Shawsheen River Access*

CDP-8

Department Priority Ranking:

(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0

Original Dept. Request: \$150,000

Submitted by: CD&P

Department: CD&P

Funding Source: General Fund Revenue

Project Description:

The objective of this project is to formalize public access to a beautiful and paddable stretch of the river and to connect conservation land and foot trails on both sides of the river with a foot bridge.

For river access, a boat launch for small, human-powered boats such as canoes and kayaks is proposed at the end of Dale Street. The boat launch will provide a safe and formal river access point and would be a major improvement over the steep and river bank that is currently traversed by boaters.

Along with providing a formal access point to the river, the end of Dale Street is also a potential access point to two large parcels of conservation land and their corresponding foot trail networks. Town conservation land that includes Fosters Island and frontage on Poms Pond lies on one bank of the river while Andover Village Improvement Society (AVIS) conservation land of the Vale Reservation lies on the other bank. The two large conservation parcels are separated by the river, with no connection available between the two. An approximately 70 foot long foot bridge would provide that connectivity and would be an incredible asset to the large numbers of recreational users of these parcels.

Several meetings have been held with the Ballardvale community and neighboring businesses about the bridge proposal, and this idea has strong local support. Grant funding from various sources is being pursued to potentially offset costs associated with this project

Project Justification and Purpose:

This project will require close coordination with Municipal Services as it may be necessary to make associated improvements to Dale Street.

Cost Estimate & Timing:

Total Request – \$165,000 over two fiscal years for engineering and design, construction, and related services for a new boat launch and foot bridge.

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

COMMUNITY DEVELOPMENT & PLANNING

The Town Manager supports moving this request to FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$150,000	\$0
2021		\$150,000
2022		
2023		
2024		

Draft conceptual sketch of potential footbridge location.



COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Conservation Programming*

CDP-9

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (Move to Operating)
Original Dept. Request: \$1,500
Submitted by: Conservation
Department: CD&P
Funding Source: General Fund Revenue

Project Description:

Funding for Community Conservation programming on Conservation land. This project will provide opportunities to have guided experiences on the town's 2000-acres on this publically owned wild-lands. The funds would be used for program materials and expert lecturers. Some of the 2020 programs may include:

Nature hikes	Discover Andover's Endangered species
Archeological digs at our American Farm site.	Learn gardening skills with a Master Gardner
Birding for beginners	Learn to Kayak
Pumpkin carving	Canoe tour of the Shawsheen
Youth treasure hunts and activity sheets	Bee Keeping
Monthly "Discover a Reservation" walks	Gardening for beginners
Quests for Kids	Construction of Pollinator Gardens
How to GeoCache	Sunset Kayak on the Merrimack
Learn to hunt	Visit to Andover's "Indian Island"

Project Justification and Purpose:

Residents have asked for more opportunities to have guided experiences on the town's 2000-acres on this publically owned wild-lands. The CIP money would be used for program materials and expert lecturers. At a relatively low cost a series of these programs may be presented to the public.

Cost Estimate & Timing:

Staff estimates outstanding programming can be done for \$1,500. The funding would be used for materials and expert lecturers.

Town Manager's Recommendation:

The Town Manager supports moving this request to future year's general fund operating budgets.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$1,500	\$0
2021	\$1,500	\$0
2022	\$1,500	\$0
2023	\$1,500	\$0
2024	\$1,500	\$0

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2010 – FY2024

PROJECT REQUEST: *Conservation Dog Park – Grant Match*

CDP-10

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$25,000
Original Dept. Request: \$25,000
Submitted by: Conservation
Department: CD&P
Funding Source: General Fund Revenue

Project Description:

The Town has been given the opportunity to participate in the Stanton Foundation's dog park grant program. The foundation will fund 90% of a new Dog Park at the Conservation land at Bald Hill.

Project Justification and Purpose:

Our existing dog park is extremely popular and has a large volume of usage. The grant will allow the town to meet current health, safety and accessibility regulations.

Cost Estimate & Timing:

Estimated Annual Operating or Maintenance Cost or Savings:

The total cost of the new dog park is approximately \$250,000 of which the Town would pay only \$25,000. A savings of \$225,000 which would be paid by the Stanton Foundation.

Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$25,000	\$25,000
2021		
2022		
2023		
2024		

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2010 – FY2024

PROJECT REQUEST: *Conservation Land Management*

CDP-11

Department Priority Ranking:

(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$12,000

Original Dept. Request: \$12,000

Submitted by: Conservation

Department: CD&P

Funding Source: General Fund Revenue

Project Description:

Annual budget for maintenance, surveying, land management, security gates and other improvements to foster the use of land currently owned by the Town and under the care and custody of the Conservation Commission.

Project Justification and Purpose:

The requested funds will allow the Town to manage and preserve the 2000 acres of open space and conservation lands.

Cost Estimate & Timing:

\$12,000 per year

Estimated Annual Operating or Maintenance Cost or Savings:

\$12,000 per year

Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$12,000	\$12,000
2021	\$12,000	\$12,000
2022	\$12,000	\$12,000
2023	\$12,000	\$12,000
2024	\$12,000	\$12,000

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Haggetts Pond Accessible Rail Trail*

CDP-12

Department Priority Ranking:
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (FY21 Request)
Original Dept. Request: FY21 Request
Submitted by: CD&P
Department: CD&P
Funding Source: General Fund Revenue

Project Description:

Design, permitting for the Haggetts Pond accessible rail trail.

Project Justification and Purpose:

This Town's Haggetts Pond reservoir is a scenic location directly adjacent to a former rail line. The railway is currently a stone dust packed trail. The goal is to improve the current path to be a fully inclusive trail for all town residents. The flat nature of the existing rail-trail is ideal for this, the leveling required would be minimal. A small two-car parking for handicapped only vehicles would be added. The proposed funding will include Data gathering, Survey and Delineation, Zoning and Permit Review, Schematic design, Design Review, and Site Work Construction and Bidding Documents.



Cost Estimate & Timing:

Start Up \$15,000 design and feasibility.
Construction, permitting, leveling \$150,000.

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports the FY21 and FY22 requests.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021	\$15,000	\$15,000
2022	\$150,000	\$150,000

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Merrimack River Reservation Access
Design Plan*

CDP-13

Department Priority Ranking:
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$60,000
Original Dept. Request: \$60,000
Submitted by: CD&P
Department: CD&P
Funding Source: General Fund Revenue

Project Description:

Design access to the Merrimack River and Andover Conservation land via the Heffron Right of Way and Greater Lawrence Technical School property and roadway extension through the Reservation. Design of the access road to the site must incorporate safe access and egress onto River Road and public access to the parcel owned by the Town of Andover

Project Justification and Purpose:

A large public scenic riverfront reservation has been inaccessible to access by Andover's citizens. This project will provide the design phase of that access. The site is suitable for fishing, sailing, canoeing, kayaking, birdwatching, high school crew programs and many other uses.

Cost Estimate & Timing:

Estimated Annual Operating or Maintenance Cost or Savings:

1. Start-up, design development and permitting - approved FY19 - \$25,000
2. Site work, construction documents and bidding plans - \$60,000
3. Estimated Construction Costs - \$250,000

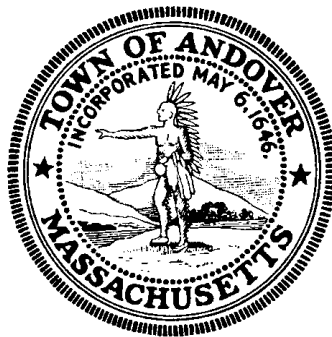
Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$60,000	\$60,000
2021	\$250,000	\$250,000

COMMUNITY DEVELOPMENT & PLANNING

DEPARTMENT OF COMMUNITY SERVICES



DEPARTMENT OF COMMUNITY SERVICES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Center at Punchard-Design Services/Building Construction* CS-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$4,500,000
Original Dept. Request: \$4,500,000
Submitted by: Joseph Connelly
Department: Community Services/ES
Funding Source: General Fund BorrowFree
Cash

Project Description:

A building feasibility study was funded in FY18 with continued design services funding in FY19. Combined, both funding requests totaled \$200,000 which illustrates Town Meeting's commitment to this project.

The feasibility study identified a comprehensive list of needs, upgrades and repairs to the Senior Center at Punchard focusing on customer services enhancements, programming improvements, accessibility improvements and ADA compliance upgrades.

The current design includes input from the users of the facility, the public at large and the staff.

The current facility has a net of 9,597 square feet of useable space. The renovated facility would provide our seniors with an additional 3,000 square feet of space to enhance the facility to a 12,900 square foot facility.

Project Justification and Purpose:

In the Andover Facilities Master Plan prepared by MGT of America Consulting, the Senior Center at Punchard was one of six facilities categorized in the highest priority in need of improvements. The current facility is an aging facility and does not adequately meet the current needs of our Andover seniors.

The Massachusetts Council on Aging recommends over a 20,000 square foot facility for a community with our senior population size. Our current facility is only 9,597 square feet.

According to the 2010 census data there are 6,447 seniors in Andover. The UMASS study completed in 2015 estimates that by 2030, 38% of Andover's total population will be age 50 and over. This increased population will continue to bring increased demands on both the senior center facility and programming.

Cost Estimate & Timing:

A cost estimate for the project was completed by Daedalus, a professional cost estimating firm.

Estimated Construction Costs - \$3,215,500

Other Hard Costs - \$224,500

Permits, Approvals, Inspections and Other Soft Costs with Owner's Contingency - \$809,161

Construction Documents and Escalation Pricing - \$250,839

Estimated Schedule

Funding Approval – April 2019 – May 2019

Construction Documents – July 2019 – October 2019

Construction – December 2019 – March 2021

Estimated Annual Operating or Maintenance Cost or Savings:

N/A

DEPARTMENT OF COMMUNITY SERVICES

Town Manager's Recommendation:

The Town Manager supports this request and recommends using \$2,000,000 from free cash and \$2,500,000 from borrowing.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$4,500,000	\$4,500,000
2021		
2022		
2023		
2024		

DEPARTMENT OF COMMUNITY SERVICES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Youth Services – Storage Shed for Cormier Youth Center*

CS-2

Department Priority Ranking: 2
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20:
Original Dept. Request: \$95,000
Submitted by: Joseph Connelly
Department: Community

Services/Youth

Funding Source: Services
General Fund Revenue

Project Description:

Outdoor Storage Shed for Cormier Youth Center

Project Justification and Purpose:

The Cormier Youth Center has been open for nearly three years. Although this state of the art facility has everything an Andover youth could ask for the one thing it does not have is adequate storage space. Currently the space that is dedicated to be a youth workshop, theater/studio and fitness area is being used as a storage space for tables, chairs, theatrical equipment and props, field lining equipment and various pieces of machinery.

The Director of Andover Youth Services has identified an area in the Playstead that is currently not being utilized, as a desired location for the proposed storage shed. This area was also included in the latest drafts of the Park, Playstead and Municipal Complex Master Plan which fully vetted park design options and future usage of the site.

Final approval for the location and placement of any storage shed must be received by the Town Manager and Andover School Committee prior to any purchases being made.

Cost Estimate & Timing:

No purchase will be made until all relevant Town approvals are in place. Anticipated design would take place in the Fall of 2019 with bidding in the Winter of 2019. The facility would be constructed in the Spring of 2020.

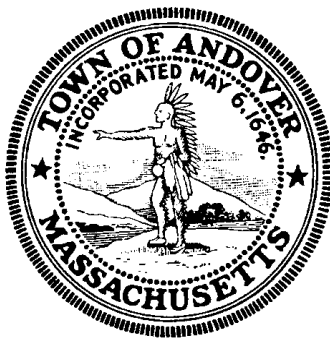
Estimated Annual Operating or Maintenance Cost or Savings:

There will be some additional electrical expense associated with this facility.

Town Manager's Recommendation:

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$95,000	

POLICE DEPARTMENT



POLICE DEPARTMENT

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Police Vehicle Replacement*

POL-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$195,000
Original Dept. Request: \$195,000
Submitted by: Police Chief
Department: Police Department
Funding Source: General Fund Revenue

Project Description:

- Replace 4 Police cruisers
- Replace 1 Unmarked Cruiser

Project Justification and Purpose:

- Generally marked cruisers are replaced every three years and unmarked cruisers and special utility vehicles are replaced every 5-6 years. The determination as to which vehicles are traded in each year is made on a case by case basis depending on the mileage, hours of use and the overall condition of the vehicle. Purchase of these vehicles will allow the Department to continue with the rotational replacement program and avoid major repair costs and downtime.

Cost Estimate & Timing:

- \$195,000 per year

Estimated Annual Operating or Maintenance Cost or Savings:

- Varies by vehicle

Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$195,000	\$195,000
2021	\$205,000	\$205,000
2022	\$205,000	\$205,000
2023	\$225,000	\$225,000
2024	\$225,000	\$225,000

POLICE DEPARTMENT

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Mobile Camera Trailer System*

POL-2

Department Priority Ranking: 2
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (Move to FY21)
Original Dept. Request: \$50,000
Submitted by: Police Chief
Department: Police Department
Funding Source: General Fund Revenue

Project Description:

- The Police Department is looking to purchase a Mobile Surveillance Camera System. This system is a hybrid powered trailer system with at least a 25' telescoping mast. It uses some solar power as a power source as well as battery. It will be able to Pan/Tilt/Zoom and have starlight technology. It will have recording capability and be able to be monitored remotely.

Project Justification and Purpose:

- This will allow the police department to monitor and provide security surveillance for major events within the community (i.e. Feaster Five, Fireworks, Andover Day) It will also allow for security surveillance for special circumstances such as criminal activity trends.

Cost Estimate & Timing:

- The components of this estimate are the 1. Long Deployment Surveillance Trailer Base 2. Two Outdoor Pan/Tilt/Zoom Video Camera 3. Network Video Recorder 4. Communications Router.
- The cost is for the entire system.
- This is a one-time purchase which will not incur additional requests.

Estimated Annual Operating or Maintenance Cost or Savings:

- This purchase is the replacement for a Mobile Camera Surveillance Trailer which is over 10 years old and has come to the end of life because of wear and tear and technology changes.

Town Manager's Recommendation:

The Town Manager supports moving the FY20 request to FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$50,000	\$0
2021		\$50,000
2022		
2023		
2024		

POLICE DEPARTMENT

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Upgrade CAD/RMS/Mobile Software*

POL-3

Department Priority Ranking: X
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0
Original Dept. Request: \$365,000
Submitted by: Police Chief
Department: Police/Fire Department
Funding Source: General Fund Revenue

Project Description:

Upgrade software used to maintain the daily operations of the Public Safety Center. This consists of Computer Aided Dispatch (CAD), Police and Fire Records Management Systems (RMS) and Police and Fire Mobile Systems.

Project Justification and Purpose:

Over the last two decades the Public Safety Center has been operating a suite of products that track the following types of activities:

Incoming Emergency Calls	Inspections
All Calls for Service	Permitting
Incident Reporting	Alarm Tracking and Billing
Arrest, Booking and Court Tracking	Fleet Maintenance
Property and Evidence Tracking	Investigative Management
Personnel Tracking and Training	Advanced Reporting and Statistics
Federal NFIRS and NIBRS Reporting	Citations
Structures	Water Sources
Mobile	Data Interfaces with Various Functions
Response Run Lists	Event Logs
Street Details and Maintenance	

The products currently being used are coming to end of life and we need to replace these primary functions with a new product line. The hardware and operating infrastructure in Public Safety is sound and there is only the need to replace the software component.

Cost Estimate & Timing:

CAD, RMS, Mobile Software - \$334,500
(Includes data conversion and training)
Additional Mobile Licenses - \$9,000

POLICE DEPARTMENT

Estimated Annual Operating or Maintenance Cost or Savings:

The approximate annual cost for software maintenance is \$21,500. This includes software support for all the products as well as application interfaces with some of the other software products we use. The initial price includes data conversion, training and the first year maintenance.

Town Manager's Recommendation:

The Town Manager supports moving the FY20 request to FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$365,000	\$0
2021		\$365,000
2022		
2023		
2024		

POLICE DEPARTMENT

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Parking Vehicle Replacement*

PRK-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$40,000
Original Dept. Request: \$40,000
Submitted by: Police Chief
Department: Police Department
Funding Source: General Fund Revenue

Project Description:

- Purchase 1 Parking Enforcement Vehicle

Project Justification and Purpose:

- The current parking enforcement vehicle is a FireFly ESV electric utility vehicle that is only five years old. The vehicle has had numerous maintenance issues. In the past 20 months it has been down approximately 45% of the time. The main issue is that the batteries have not been able to hold a charge. That issue relates to the new parking system. The new Parking system uses LPR technology for enforcement. The LPR runs on battery power to run the system. The current vehicle could not support this system.

Cost Estimate & Timing:

- \$40,000

Estimated Annual Cost or Savings of Operation and Maintenance:

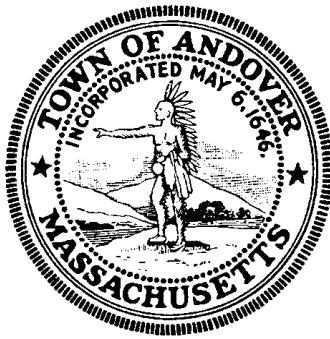
- Covered by existing Parking Operations.

Town Manager's Recommendation:

The Town Manager supports this request for \$40,000 from Parking Funds.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$40,000	\$40,000
2021		
2022		
2023		
2024		

FIRE RESCUE



FIRE RESCUE

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Fire Rescue Vehicles*

FR-1

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$360,000
Original Dept. Request: \$435,000
Submitted by: Chief Michael Mansfield
Department: Fire Rescue
Funding Source: General Fund Borrowing/
General Fund Revenue

Project Description:

Replace the following vehicles:

FY20

2009 International 400 SER Ambulance 4
2004 Ford Pick-up – Forestry 2

FY21

2001 Kovatch Motor Equipment Excel - Engine 4
2011 Chevrolet Tahoe - Car 4

FY22

2011 International 4300 Ambulance – Ambulance 2

FY23

2013 Chevrolet Tahoe – Car 3

FY24

2014 Chevrolet Tahoe – Car 2
2014 International 4300 Ambulance 3

Project Justification and Purpose:

FY20

2009 International SER - Ambulance 4

This vehicle was utilized as a front line response vehicle for five years and serves as a back line reserve vehicle and is placed back into front line status when required due to preventative maintenance or mechanical malfunctions of the current front line response ambulances

The current vehicle will be traded in to offset some of the purchase costs of the replacement vehicle. Because these ambulances are operating much of the time, they are utilized as front line vehicles and then when replaced put into a back-up vehicle status for additional years of service.

The entire community of Andover will benefit from this project by having reliable and efficient apparatus to meet the needs of those who require EMS services. The consequences of deferring this project will result in increased unreliability, decreased organizational efficiency and an increase in maintenance costs.

2004 Ford Pick-Up – Forestry 2

Forestry 2 is housed at the West Fire Station and serves as one of two forestry firefighting vehicles within the fleet. This apparatus responds to brush or wildland fires within the community and also serves as a utility truck when performing at rescue responses that require lengthy extrications of injured people in wooded areas and those areas that pose access challenges. This response unit has already had significant

FIRE RESCUE

body and mechanical work performed on it to maintain its serviceability and reliability.

FY21

2001 KME Excel – Engine 4

Engine 4 is scheduled to be replaced in FY 21. This vehicle will be 20 years old and has been utilized as the reserve engine for the last several years. Once replaced the newly acquired apparatus will be assigned to Engine 1 at Headquarters or Engine 3 at the West Fire Station and the replaced apparatus will serve as the reserve (back-up) apparatus for the next several years.

2011 Chevrolet Tahoe – Car 4 This vehicle is the only reserve staff vehicle assigned to Andover Fire Rescue. This vehicle is utilized as a “back-up” for the three first line staff vehicle and is placed in service when they are in need of repair and /or preventative maintenance. When out of reserve status this vehicle responds to emergency incidents. It is utilized for personnel that are attending the Massachusetts Firefighting Academy and by the Deputy Chiefs when they are called in due to an emergency situation.

FY22

2011 International 4300 – Ambulance 2

This ambulance is a front line ambulance that is utilized more than any other vehicle with the exception of Ambulance 1. This ambulance is due to be replaced this year and is the oldest vehicle in the fleet. It will be traded in to offset some of the purchase costs of the replacement vehicle. Because these ambulances are operating much of the time, they are utilized as front line vehicles and then when replaced put into a back-up (reserve) vehicle status for additional years of service.

The entire community of Andover will benefit from this project by having reliable and efficient apparatus to meet the needs of those who require EMS services. The consequences of deferring this project will result in increased unreliability, decreased organization efficiency and an increase in maintenance costs.

FY23

Chevrolet Tahoe – Car 3

This vehicle is assigned on a daily basis to the Fire Chief so that he can perform the required duties of the position.

Car 3 was originally Car 1 for a short period of time and was then designated as Car 3 as the result of the vehicle needing replacement due to repair costs and transmission issues. This vehicle is assigned on a daily basis to the Fire Prevention Officer so that he can perform the required inspections and operational duties on a daily basis. This vehicle is utilized as a secondary staff vehicle during the Fire Prevention Officers’ off duty hours when needed.

FY 24

2014 International SER - Ambulance 3

This vehicle was utilized as a front line response vehicle for five years and serves as a back line reserve vehicle and is placed back into front line status when required due to preventative maintenance or mechanical malfunctions of the current front line response ambulances

The current vehicle will be traded in to offset some of the purchase costs of the replacement vehicle. Because these ambulances are operating much of the time, they are utilized as front line vehicles and then when replaced put into a back-up vehicle status for additional years of service.

The entire community of Andover will benefit from this project by having reliable and efficient apparatus to meet the needs of those who require EMS services. The consequences of deferring this project will result in increased unreliability, decreased organizational efficiency and an increase in maintenance costs.

2014 Chevrolet Tahoe – Car 2

This vehicle is assigned on a daily basis to the on duty shift commander/Deputy Chief in charge of the shift so that he can perform the required inspections on a daily basis. This vehicle is utilized by the on-duty Deputy Chief’s each and every day for emergency response and to perform their daily duties as assigned.

FIRE RESCUE

This vehicle is equipped with specialized radio communications equipment and computer technology that assists them while they are the Incident Commander (OIC) at emergency scenes.

Cost Estimate & Timing:

FY20

- **2009 International 400 SER Ambulance 4**
\$360,000 based upon current bid specifications as arranged by EMS Apparatus Committee and current NFPA standards. The cost will also allow for the replacement of the stretcher and other costly aged equipment.
- **2004 Ford Pick-Up with forestry firefighting skid unit – Forestry 2**
\$75,000 cost to replace the forestry/wildland incident response vehicle. This request will also provide the necessary funding to replace the skid unit (pump, water tank, hose etc.) that is approximately 32 years old.

FY21

- **2001 KME Excel – Engine 4**
\$750,000 based on specifications developed by the Fire Department Apparatus Committee and the annual manufactures cost increases based on EPA emissions updates, and the increase in steel and technology costs.
- **2011 Chevrolet Tahoe – Car 4**
\$70,000 based upon current bid specifications and consistency of fleet for warranty, ease of replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting.

FY22

- **2011 International 4300 – Ambulance 2**
\$360,000 based upon current bid specifications as arranged by EMS Apparatus Committee and current NFPA standards.

FY 23

- **2013 Chevrolet Tahoe – Car 3**
\$70,000 based upon current bid specifications and consistency of fleet for warranty, ease of replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting.

FY 24

- **2014 International 4300 – Ambulance 3**
\$370,000 based upon current bid specifications as arranged by EMS Apparatus Committee and current NFPA standards.
- **2013 Chevrolet Tahoe – Car 2**
\$70,000 based upon current bid specifications and consistency of fleet for warranty, ease of replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting.

Estimated Annual Operating or Maintenance Cost or Savings:

All of the vehicle replacements are recommended based upon the Andover Fire Rescue vehicle replacement schedule developed in 2007 and revised in 2018. The replacement schedule was formulated so that Andover Fire Rescue could forecast their vehicle replacements based on industry standards and the overall use of the specific vehicles within the fleet. These replacements are usually necessary based upon their lack of

FIRE RESCUE

reliability, firefighter safety, cost of maintenance, and technology upgrades. However, each apparatus replacement is reviewed on a case by case basis.

Engines are scheduled to be replaced every twenty (20) years.

Ladders are scheduled to be replaced every twenty (20) years.

Ambulances are scheduled to be replaced every ten (10) years.

Staff vehicles are scheduled to be replaced every ten (10) years

Town Manager's Recommendation:

The Town Manager supports \$360,000 in borrowing for FY20.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$435,000	\$360,000
2021	\$820,000	\$820,000
2022	\$360,000	\$360,000
2023	\$70,000	\$70,000
2024	\$440,000	\$440,000

FIRE RESCUE

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **SCBA Air Compressor System**

FR-2

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (Move to FY21)
Original Dept. Request: \$92,000
Submitted by: Chief Michael Mansfield
Department: Fire Rescue
Funding Source: General Fund Revenue

Project Description:

Andover Fire Rescue is requesting \$92,000 to replace the Breathing Air Compressor System.

Project Justification and Purpose:

The requested funding is necessary for this project due to the age and reliability of the existing equipment. This equipment generates breathing air that is required to be used in our self-contained breathing apparatus. The air must meet all stringent NFPA Standard and federal Occupational Safety and Health regulations related to the purity of the air being generated. The existing unit is 25+ years old and can no longer produce enough volume of air to appropriately fill the air cylinders used by Andover Fire Rescue. We have had the existing unit serviced annually and after the unit's most recent preventative maintenance service notification was made that its age and lack of current technology needed to be replaced.

This "purified air" is necessary for use by all of the Andover Fire Rescue personnel when responding to any type of incident that has an oxygen deficient atmosphere or any atmosphere that has been compromised by the presence of any toxic substance that would create harm to those operating in that type of an environment.

Those environments do exist in such emergencies such as fires, Hazardous Materials incidents, confined space and trench rescue incidents and any other environment that is deemed to by OSHA definition to be immediately dangerous to the life and health of those operating within it.

Cost Estimate & Timing:

The cost estimate of \$92,000 will provide AFR with the funding to purchase an air compressor system that will meet the needs of the organization and produce an air volume that will fill the SCBA cylinders currently utilized during emergency operations.

This system will also require a 3 Phase 208 volt electrical supply source and an outside make-up air source mounted on the fire station roof area to draw from.

If approved, the entire project will be completed within the first quarter of the FY 2019 budget.

Estimated Annual Operating or Maintenance Cost or Savings:

Maintenance costs are estimated to be approximately \$500 for annual preventative maintenance and air quality testing that is required to be completed annually by OSHA regulation.

FIRE RESCUE

Town Manager's Recommendation:

The Town Manager supports moving this request from FY20 to FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$92,000	\$0
2021		\$92,000
2022		
2023		
2024		

FIRE RESCUE

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Public Safety Microwave Communications System*

FR-3

Department Priority Ranking: 2
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$300,000
Original Dept. Request: \$300,000

Submitted by: Fire Chief M. Mansfield
Police Chief P. Keefe

Department: Public Safety

Funding Source: General Fund Borrowing

Project Description:

This proposed project is to allow for funding to upgrade Andover Fire Rescue's and the Andover Police Department's communications equipment that relies upon fiber optic technology and has no redundant "back-up" system if the fiber optic transmission lines were compromised by natural or man-made incidents.

Project Justification and Purpose:

Both the Andover Police Department and Andover Fire Rescue have been working to improve the emergency radio communications infrastructure over the last several years. Many upgrades to the once antiquated system have been made, however, there is no redundancy to the core fiber optic lines that carry all emergency and non-emergency radio traffic to and from the communications dispatch center.

If funded this project would allow for the installation of a microwave antenna system at three sites within Town that will allow for redundancy in the event the fiber optic system is compromised by either a man-made or natural disaster situation. The system can be compromised simply by a motor vehicle striking a telephone pole and/or transmission lines coming down due to trees falling on them which would leave us with no way to communicate.

Such an event would greatly diminish the safety of the public safety personnel who would be responding to emergencies unless there is a redundant system in place to maintain seamless emergency radio communications.

An incident during the summer of 2012 occurred where much of the entire Merrimack Valley 911 communications infrastructure was destroyed by fire. As a result, several communities public safety organizations lost all of their communication capabilities (including 911 telephone transmission lines) for several days until the infrastructure could be repaired.

Cost Estimate & Timing:

The estimated cost of this project is \$300,000. This project would begin in the first quarter of FY 2020 and be completed in the 3rd quarter of FY 2020.

Estimated Annual Operating or Maintenance Cost or Savings:

Estimated maintenance costs of this project would be approximately \$500 annually.

Town Manager's Recommendation:

The Town Manager supports this request.

FIRE RESCUE

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$300,000	\$300,000
2021		
2022		
2023		
2024		

FIRE RESCUE

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Bi-Directional Amplifier System*

FR-4

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20:\$175,000
Original Dept. Request: \$175,000

Submitted by: Fire Chief M. Mansfield
Police Chief P. Keefe

Department: Andover Public Safety

Funding Source: General Fund Borrowing

Project Description:

Andover Fire Rescue and the Andover Police Department are seeking \$175,000 in funding for the design, engineering, and installation of an Andover Public Safety Bi-Directional Amplifier System in the West Middle School and the Sanborn Elementary School in an effort to increase school safety by increased radio communications capabilities within the educational buildings.

Project Justification and Purpose:

Bi-Directional Amplifier Systems are two way radio communications boosters that amplify or repeat critical first responder radio transmissions within a facility. This equipment also allows a facility to become compliant with the Emergency Responder Radio Coverage Code (ERRC) which applies to radio transmission enhancement systems that are mandated under the National Fire Protection Association (NFPA 72 Chapter 24).

When installed, this equipment will boost the signal strength of all Public Safety emergency communications throughout both schools. Currently, there are very large gaps in signal coverage that are created by not only the buildings envelope as it was constructed but also due to the topography that exists in areas surrounding the school. In any emergency situation, these gaps will not allow for seamless, efficient and safe fire, police or EMS communications.

If funded, this system will be the third and fourth installed within the Andover Public School system. In FY 2017 a BDA system was designed and installed within Andover High School. In FY 2018 a like system was installed at the Bancroft Elementary School and in FY 2019, another system was installed at the High Plain and Wood Hill School Complex.

Cost Estimate & Timing:

It is estimated that it will cost approximately \$175,000 to fund the cost of the design, installation and testing of a Bi-Directional Amplifier system in the two schools.

Estimated Annual Operating or Maintenance Cost or Savings:

The estimated operating and maintenance costs will be approximately \$500 annually.

Town Manager's Recommendation:

The Town Manager supports this request.

FIRE RESCUE

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$175,000	\$175,000
2021		
2022		
2023		
2024		

FIRE RESCUE

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Specialized Industrial Washer and Dryer*

FR-5

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (FY21 Request)
Original Dept. Request: FY21 Request
Submitted by: Chief M. Mansfield
Department: Fire Rescue
Funding Source: General Fund Revenue

Project Description:

This project, if funded would allow for the replacement of the existing washer and dryer units currently utilized for the laundering of all Andover Fire Rescue personal protective clothing to include bunker pants and coats, hoods gloves and any other essential clothing at the Headquarters Fire Station.

Project Justification and Purpose:

This protective clothing worn by all Andover Fire Rescue personnel is exposed to many different products of combustion, bodily fluids, and carcinogens that require very specialized laundering equipment to render safe prior to wearing. Through many different studies it has been found that the smoke, soot and ash that firefighters come in contact through the performance of their duties is the leading cause of cancer and job related deaths within the fire service.

The Laundering equipment currently being utilized is 16 years old and has required an inordinate amount of servicing and down time leading to fire rescue personnel having to wait several shifts before they can launder their soiled equipment. New equipment would allow for more efficiencies and much less down time and allow the personnel to be in compliance with organizational protocols established.

Cost Estimate & Timing:

The cost of the new equipment is estimated at \$25,000 and would be ordered and installed in the first quarter of FY 2021

Estimated Annual Operating or Maintenance Cost or Savings:

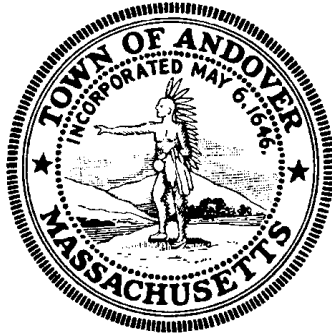
Operating costs for the units is estimated to be approximately \$600.00 annually. This cost is directly associated with the purchase of the laundering cleaners and disinfectants required to properly cleanse the specialized garments.

Town Manager's Recommendation:

The Town Manager supports this request for FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021	\$25,000	\$25,000

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TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **Major Annual Road Maintenance**

DPW-1

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$1,364,729
Original Dept. Request: \$1,364,729
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: State Chapter 90 Funds

Project Description:

To provide major maintenance and repairs to town roads and bridges as allowed under the Chapter 90 State Aid Highway Guidelines adopted by the MA Public Works Commission including but not limited to reconstruction, resurfacing, engineering, sidewalks, traffic control or any other allowable transportation related expenses.

Actual roads that will receive treatment are determined subsequent to an annual review and evaluation by Department of Public Works personnel, approval by Massachusetts State Aid Office and coordination with water and sewer construction schedules to avoid street cuts into newly paved streets.

Project Justification and Purpose:

New roads have an expected life of 20 to 25 years before major maintenance is required. Costs are less the earlier this maintenance can be accomplished plus the public gains through higher property values and less wear and tear on vehicles and fewer damage claims.

Cost Estimate & Timing:

\$1,364,729 estimated per year at current state allocation.

Estimated Annual Operating or Maintenance Cost or Savings:

N/A

Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$1,364,729	\$1,364,729
2021	\$1,364,729	\$1,364,729
2022	\$1,364,729	\$1,364,729
2023	\$1,364,729	\$1,364,729
2024	\$1,364,729	\$1,364,729

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **Minor Sidewalk Repairs**

DPW-2

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$200,000
Original Dept. Request: \$250,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Revenue

Project Description:

This modest amount of funding will be used to make minor safety related repairs to existing Town sidewalks, using a combination of Town forces and contractors.

Project Justification and Purpose:

Minor sidewalk repairs are needed in various locations to address deteriorating surfaces for pedestrian safety and accessibility purposes. These streets may include sections of, but not limited to: Abbot Street, Beacon Street, Central Street, Holt Road, Lowell Street, Pine Street, Washington Avenue and Woburn Street.

Cost Estimate & Timing:

\$250,000 of General Fund Revenue funding for FY20 through FY24.

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports this request for FY20 in the amount of \$200,000.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$250,000	\$200,000
2021	\$250,000	\$250,000
2022	\$250,000	\$250,000
2023	\$250,000	\$250,000
2024	\$250,000	\$250,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **Road Maintenance**

DPW-3

Department Priority Ranking: 2
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$0
Original Dept. Request: \$1,000,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Borrowing

Project Description:

Maintenance of public roads, pave (overlay) 1 1/2" of bituminous concrete of 5 miles of road per year.

Project Justification and Purpose:

The Town of Andover has approximately 200 miles of road to maintain. The average life span for a properly built road is 20 years. In order to properly maintain our roadways, 10 miles of roads will need minor to major work every year to continue with a quality road. Approximately 5 miles of roadways are repaved/reconstructed per year with a combination of the following sources: private contractors, the State with Chapter 90 funding, and the Town of Andover in conjunction with water and sewer improvements. For the past 5 years, an average of 5 miles of road are deferred per year due to the lack of adequate funding. We are now potentially in a deficit of 25 miles, or more, of paving being deferred.

In order to provide some reconstruction and maintenance to our roadway system, an additional \$1,000,000 is being requested with the anticipation of a Roadway Maintenance Program being instituted going forward.

Cost Estimate & Timing:

\$1,000,000 is the requested funding for FY2020 for Road Maintenance.

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager does not support this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$1,000,000	\$0
2021	\$1,000,000	\$0
2022	\$1,000,000	\$0
2023	\$1,000,000	\$0
2024	\$1,000,000	\$0

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **Two Way Radio System – Phase 2**

DPW-5

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$0 (FY21)
Original Dept. Request: \$75,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Revenue

Project Description:

Design & install a new, state-of-the-art digital two way radio communications system- Phase 2.

Project Justification and Purpose:

This is a continuation of our efforts to upgrade our existing analog DPW two way radio system. Phase 1 replaced outdated desk control stations and antenna systems, installed repeaters, and also provided some temporary improvements to our mobile radios. Phase 2 will upgrade our radio system to digital, allow us to move a repeater to the new Municipal Services complex at Campanelli Drive, and enable our radios to roam between repeaters, increasing radio coverage. It also replaces existing aging radio equipment providing more reliable communication increasing personnel safety.

This project will analyze our needs and replace the current system with a new, state-of-the-art, digital two way radio system that will provide reliable, safe, and effective communications for Public Works Divisional staffs during normal operations, snow events, and emergencies. It will also provide a system that meets current FCC legal requirements and is compatible with the new Police & Fire Department's two way radio system for communication during emergencies.

Cost Estimate & Timing:

\$75,000

Estimated Annual Operating or Maintenance Cost or Savings:

N/A

Town Manager's Recommendation:

The Town Manager supports moving this request from FY20 to FY21.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$75,000	\$0
2021		\$75,000
2022		
2023		
2024		

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TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Storm Water Management*

DPW-6

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (FY21 Request)
Original Dept. Request: FY21 Request
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Revenue

Project Description:

Under the EPA National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit Program that was signed into law in October 1999, the Town of Andover was required to obtain a permit for our municipal storm water discharges. This required the implementation of a Storm Water Management Program (SWMP), which included a number of tasks to be accomplished to improve water quality by reducing the discharge of pollutants from storm water runoff into the local rivers, ponds, streams and other receiving water bodies. The SWMP outlined the town's plan for public education and involvement, mapping the storm drainage system, inspecting outfalls, sampling discharges, detection and elimination of illicit discharges, pollution prevention plans, management of storm water during and after land disturbance activities, and implementation of best management practices. Funds are necessary to update the SWMP to meet the new regulations for the 2nd permit term and to continue implementation of the necessary tasks.

Project Justification and Purpose:

In July 2003, Andover was issued a general permit for the first 5-year term for implementation of the SWMP. EPA initially issued draft regulations for the second 5-year permit in November 2010. After several delays the second 5-year permit became effective July 1, 2018.

To comply with the Federal mandate, the Town is required to further expand the activities of the existing permit under the new permit. This will enable Andover to meet the EPA requirements with the implementation of sound responsible storm water operation and maintenance practices, and help to protect the quality of our receiving waters.

The 2001, 2002 and 2003 Annual Town Meetings approved \$75,000 each year and ATM 2008 appropriated \$50,000 for continuing the program. An additional funding amount of \$100,000 was approved at ATM 2017 to begin the implementation of the Program requirements under the new 5-year permit term. These funds will be used to begin the work starting on the new permit. At this time, \$100,000 is projected for future years FY 2020 – 2024, however the figure may change as the updated SWMP is developed.

The cost of any major improvements, which may result from the drainage outfall inspection and system assessment and/or storm water regulations, is yet to be determined. Funds for these improvements will be needed in future years after the locations of illicit discharges have been identified and costs have been determined.

Cost Estimate & Timing:

Funds have been approved in 2001, 2002 and 2003 that have allowed the initial engineering study of the Town's facilities, operational procedures and regulations relative to the EPA requirements and for the preparation of the Storm Water Management Plan. These funds have also enabled for the implementation of the recommendations and improvements in SWMP such as installing gas/oil separators at four town buildings, necessary engineering services for outfall inspections and storm drain mapping, preparation of a storm water bylaw, and eliminating four illicit discharges that were found, and preparation of the annual report to EPA. Funds will be necessary to continue and expand the permit requirements including

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engineering services, system mapping, dry and wet weather sampling, annual reports, detection and elimination of illicit discharges, implementation of good housekeeping maintenance activities at town facilities and other necessary services, equipment and improvements. Recent drain outfall inspections have detected several locations of possible illicit connections, which are under investigation and will need to be corrected and eliminated. Funds for the construction and implementation of the storm water management program will be necessary to address other problems that are identified as the evaluation and assessment of the town's drainage system progresses. Major improvements may be needed at some point in the future. The cost of such major improvements has yet to be determined.

Estimated Annual Operating or Maintenance Cost or Savings:

There will be additional operational costs associated with the implementation of the program. These costs will not be known until the evaluation and assessment of the town's drainage system is completed.

Town Manager's Recommendation:

The Town Manager supports funding this request for FY21 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021	\$100,000	\$100,000
2022	\$100,000	\$100,000
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000

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TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **DPW Vehicles**

DPW-7

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: a. \$200,000 b. \$380,000
Dept. Request: a. \$313,000 b. \$380,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: a. General Fund Revenue
b. General Fund Borrowing

Dept.	Vehicle #	Year	Make/Model	FY20	FY21	FY22	FY23	FY24
Cemetery	65	2006	Chevy Silverado 1 Ton Dump					
Cemetery	66	2003	Ford F350 Dump 1 Ton 4X4 (Dump body only)	28,000				
Cemetery	67	2000	John Deere Backhoe Loader 310E					
Cemetery	68	2018	John Deere Backhoe Loader 310L					
Cemetery	Trailer-1	1996	Vermeer Brush Chipper (SPARE)			60,000		
Park	60	2009	Ford F350 Dump 4x2	40,000				
Park	61	2006	Ford F350 1 Ton Dump 4x4					
Park	62	2006	Ford F350 1 Ton Rack Body w/tailgate 4x2	55,000				
Park	63	2001	Ford F350 1 Ton Dump					
Park	64	2016	Ford F250 Supercab					
Park	65	2015	Jacobsen JMC, HR9016T mower				75,000	
Park	66	2012	Toro Ground Master 4700-D Mower 4x4			65,000		
Park	Tractor-1	2018	Kubota Tractor M7060HDC12					65,000
Forestry	20	2010	Ford F150 4x4	32,000				
Forestry	51	2012	Ford F550 2T FSH DRW w chip body			65,000		
Forestry	52	2016	Mack, GU432					
Forestry	53	2017	Freightliner					
Forestry	54	1999	GMC C Series Bucket Truck - Diesel		200,000			
Forestry	55	2006	Kubota Tractor		30,000			
Forestry	56	2004	Vermeer Stump Grinder	60,000				
Forestry	57	2017	Brush Bandit Chipper Model 1390XP - 15" Drum Style					

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Dept.	Vehicle #	Year	Make/Model	FY20	FY21	FY22	FY23	FY24
Vehicle Maint	18	2002	Ford Ranger pickup					
Vehicle Maint	86	2000	Chevrolet 1 ton pickup	60,000				
Vehicle Maint	87	2000	GMC K1500, 1/2 ton, 4x4			50,000		
Vehicle Maint	Trailer 2-GEN	2001	Utility Trailer for Powergard 60KW Kohler Emergency Generator					12,000
			Cemetery, Parks, Forestry, Vehicle Maintenance Total Request	275,000	230,000	240,000	75,000	77,000
Dept.	Vehicle #	Year	Make/Model	FY20	FY21	FY22	FY23	FY24
Highway	1	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)				210,000	
Highway	3	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)				210,000	
Highway	4	2009	Mack Dump Truck w/2 CaCl Tanks (6wh)		190,000			
Highway	5	2006	Mack Dump Truck w/2 CaCl Tanks (6wh)					
Highway	6	2009	Mack RD Dump Truck w/2 CaCl Tanks (6wh)		190,000			
Highway	7	2019	Freightliner M2 106 26,000 GVW					
Highway	8	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)			200,000		
Highway	9	2005	Mack RD690 Dump Truck w/2 CaCl Tanks w/Snow Setup (10wh)					
Highway	10	2015	Mack RD 690P Dump Truck w/2 CACI Tanks (6wh)					210,000
Highway	11	2013	Mack RD Dump Truck w/2 CACI Tanks (6wh)				200,000	
Highway	12	2013	Caterpillar Wheel Loader Model 938G					
Highway	13	2008	John Deere 624J Four Wheel Loader	180,000				
Highway	14	2017	Ford F450, 4x4 w/Plow					
Highway	15	2018	Ford F450 1 Ton 4x4 1 ton, Diesel, w/ plow					
Highway	16	2011	Ford F450 1 Ton Supercab F47 Chassis Rack w/Plow - (new body & tailgate in FY16)		55,000			

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Dept.	Vehicle #	Year	Make/Model	FY20	FY21	FY22	FY23	FY24
Highway	17	2015	Ford Drwsup F450 1 Ton Dump Truck					
Highway	18	2010	Ford F150 1/2 Ton X18 139 Supercab 4x4 Pickup		35,000			
Highway	19	2016	Ford Escape, 4x4					
Highway	20	2017	Ford F550, 4x4 w/ plow					
Highway	21	2002	Mack RD690P Dump Truck w/2 CACI Tanks (6wh)					
Highway	22	2017	Mack 10-Wheeler w/2 CACI Tanks (10wh)					
Highway	23	2017	Mack 10-Wheeler w/2 CACI Tanks (10wh)					
Highway	24	2013	Ford F350, 1 Ton Regular cab 4X4 Pickup					40,000
Highway	25	2018	Ford F450 1 Ton 4x4 1 ton, Gasoline, w/ plow					
Highway	26	2015	Bobcat Skidsteer 773T Loader					
Highway	27	2016	Bobcat Skidsteer S570 Loader					
Highway	28	2015	Holder Tractor C992 w/attachments					
Highway	29	2016	Holder Tractor C992 w/attachments					
Engineering	39	2013	Ford F350					
Highway	400	2000	John Deere Backhoe Loader 310SE					
Highway	51	2013	Wacker Neuson WL-30 Articulated Wheel Loader					125,000
Highway	52	2015	Falcon Asphalt Recycler & Hot Box, Trailer Mounted			48,000		
Highway	A	2013	Compaq Riding Roller			20,000		
Highway	53	2018	Prinoth SW 4S Municipal Vehicle					
Highway	B-Sweep	2013	3 Wheel Elgin Pelican Sweeper	200,000				
Highway	C-Sweep	2015	3 Wheel Elgin Pelican Sweeper			200,000		
Highway	D	2013	2013 Sullair 185CFM Air Compressor, 100psi	23,000				
Highway	E	1987	SRECO Utility Trailer Water					

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Highway	SALPAV	2014	Salsco TP44 Sidewalk Track Paver			55,000		
Dept.	Vehicle #	Year	Make/Model	FY20	FY21	FY22	FY23	FY24
Highway	Trailer 2	2004	Big Tex 12-Ton Tandem Axle Trailer	15,000				
Highway	Trailer 3	2002	Town Master T-12DD Utility Trailer for Bobcats					
Municipal Services	WZT	2014	Work Zone Trailer, Car Mate					
			Highway Total Request	418,000	470,000	523,000	620,000	375,000
			TOTAL DPW	693,000	700,000	763,000	695,000	452,000

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports funding \$200,000 for small vehicles from general fund revenue and \$380,000 for large vehicles from borrowing in FY20.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$693,000	\$580,000
2021	\$700,000	\$700,000
2022	\$763,000	\$763,000
2023	\$695,000	\$695,000
2024	\$452,000	\$452,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020– FY2024

PROJECT REQUEST: **Minor Storm Drainage Improvements**

DPW-8

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (FY21)
Original Dept. Request: FY21 Request
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Borrowing

Project Description:

This project is to provide funds to address maintenance and repairs of storm drains. The specific locations to be addressed will be determined by the Public Works Director and staff.

Project Justification and Purpose:

To prevent further roadway deterioration, property damage, alleviate flooding, and reduce the discharge of pollutants from storm water runoff. Town Meeting has been appropriating \$300,000 every other year for storm drain improvements. This request continues to provide the funds for making improvements and repairs as they become necessary.

Cost Estimate & Timing:

Projects will be done as necessary by private contractors at Town bid prices. The 2015 Annual Town Meeting approved \$300,000 which funded our latest request. These funds will be expended by the end of FY 2020.

This request continues the funding of \$300,000 for Minor Improvements.

The estimated total cost for all years shown is - \$600,000.

Estimated Annual Operating or Maintenance Cost or Savings:

There will be some additional operational costs associated with catch basin cleaning and repair.

Town Manager's Recommendation:

The Town Manager supports this request for FY21 and FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021	\$300,000	\$300,000
2022		
2023	\$300,000	\$300,000
2024		

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Town Bridge Evaluation & Maintenance***

DPW-9

Department Priority Ranking: 2
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$500,000
Original Dept. Request: \$500,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Borrowing

Project Description:

To provide for minor repairs, rehabilitation, and reconstruction of Town-owned bridges according to Massachusetts Department of Transportation specifications. The MassDOT routinely inspects the Town owned bridges and issues reports citing any deficiencies in the bridge structures. There is an ongoing need to rehab bridge abutments, place scour protection and make other repairs as necessary for the following town owned bridges on the Shawsheen River: Essex Street Bridge; Andover Street Bridge; Stevens Street Bridge; Balmoral Street Bridge; and Central Street Bridge. An engineering evaluation is necessary to identify, recommend and design mitigation methods and rehab alternatives.

Project Justification and Purpose:

Improvements were made in 2009 and 2010 to the Balmoral Street and Stevens Street Bridges to address deficiencies that were previously detected. Future requests will continue to help fund necessary assessments and repairs to the Town owned bridges. Inspections have been performed on the Andover St, Stevens St, and Balmoral St bridges. These recent reports from MassDOT indicate minor deficiencies on Stevens St and Balmoral St. The Andover St Bridge report indicates some minor deficiencies as well as severe deficiencies to the deck and the approach guardrail ends. Conditions will be monitored on all Town owned bridges and repairs made as needed in the future.

Cost Estimate & Timing:

Amount to be determined includes engineering, design and construction to repair identified deficiencies as needed. Evaluations, repairs, and rehabilitation will be determined and additional funds requested in future years as necessary to supplement available funds remaining. Funding options for major repairs will also be sought through available state bridge programs.

Estimated Annual Operating or Maintenance Cost or Savings:

N/A

Town Manager's Recommendation:

The Town Manager supports this request.

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Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$500,000	
2021		
2022		
2023		
2024		

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Reconstruction of Existing Sidewalks***

DPW-10

Department Priority Ranking: 2
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$0
Dept. Request: \$884,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Borrowing

Project Description:

The Town Manager and the Board of Selectmen formalized a Sidewalk Master Plan in 2001, which establishes guidelines for the construction and reconstruction of sidewalks. The Plan also sets priorities, provides for public input on design issues, and programs construction timing based on a number of factors, including the availability of funds. The plan calls for the reconstruction of existing sidewalks with granite curbing especially in the downtown area. Town sidewalks need to conform to the Americans with Disabilities Act requirements especially regarding curb cuts, width, slope, ramps, etc. Disabled people use sidewalks in the downtown area and the old sidewalks need to be repaired as soon as possible. Sidewalks near the schools and in the Shawsheen and Ballardvale areas are also in need of repairs to provide safe pedestrian travel.

Project Justification and Purpose:

The Town has over fifty (50) miles of existing sidewalks. Many of the sidewalks are old, broken, cracked or uneven and in need of serious repair or lack granite curbing. Also many of the sidewalks do not conform to the ADA requirements. Approximately 23 miles are in need of reconstruction. Major funding for sidewalks has been deferred in past years as part of an overall reallocation of capital appropriations towards maintaining School and Town services. Funds for full reconstruction have not been allocated since 2006. In the Spring of 2004 Andover conducted a Citizens Survey of a representative sampling of town residents to assess the level of community satisfaction with a wide variety of Town services. Sidewalk maintenance received one of the lowest ratings of the 55 areas rated.

Cost Estimate & Timing:

Reconstruction costs have increased based upon current construction costs. The cost estimate to reconstruct all 23 miles of remaining sidewalks in Andover is \$19,581,000. Costs include removing existing sidewalk, installing new sidewalk, granite curb, trees and handicap ramps. Following is the itemized cost to follow the Sidewalk Master Plan:

<u>Street Name</u>	<u>Street Section</u>	<u>Estimated Replacement</u>
<u>FY2020</u>		
Canterbury Street	Lowell Street to Stafford Lane	395,000
Central Street	Essex Street to Brook Street	143,000
	Kensington Street to Magnolia Avenue	143,000
Poor Street		
Riverina Road	Kenilworth Street to Haverhill Street	202,000
		<u>\$884,000</u>
<u>FY2021</u>		
Argyle Street	Haverhill Street to Burnham Road	317,000

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Arundel Street	Balmoral Street to Burnham Road	340,000
Balmoral Street	North Main Street to end	570,000
Carisbrooke Street	Burnham Road to Balmoral Street	294,000
York Street	Burnham Road to Haverhill Street	315,000
		<u>\$1,836,000</u>

FY2022

Ballardvale Road	Enfield Drive to Wyncrest Circle	73,000
School Street	Ridge Street to Central Street	133,000
Summer Street	Avon Street to Whittier Street	324,000
		<u>\$530,000</u>

FY2023

Essex Street	Red Spring Road to Central Street	532,000
Florence Street	Elm Street to Park Street	188,000
Kenilworth Street	North Main Street to Poor Street	113,000
Wolcott Avenue	Walnut Avenue to Elm Street	382,000
		<u>\$1,215,000</u>

FY2024

Brook Street	Essex Street to Central Street	219,000
Burnham Road	High Street to Dufton Road	162,000
Chestnut Street	Morton Street to Sherry Dr	180,000
Pearson Street	Essex Street to Safety Center	125,000
		<u>\$686,000</u>

Total \$5,151,000

Estimated Annual Operating or Maintenance Cost or Savings:

Project to be done by private contractors.

Town Manager's Recommendation:

The Town Manager does not support this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$884,000	\$0
2021	\$1,836,000	\$0
2022	\$530,000	\$0
2023	\$1,215,000	\$0
2024	\$686,000	\$0

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *New Sidewalk Construction*

DPW-11

Department Priority Ranking: 2
(1 = highest, 2 = next highest, etc.)

TM Rec for FY20: \$0
Original Dept. Request: \$1,106,000
Submitted by: Chris Cronin, Director
Department: Municipal Services
Funding Source: General Fund Borrowing

Project Description:

The Town Manager and the Board of Selectmen formalized a Sidewalk Master Plan in 2001, which establishes guidelines for the construction and reconstruction of sidewalks. The Plan also sets priorities, provides for public input on design issues, and programs construction timing based on a number of factors, including the availability of funds. This request shows the five-year plan for construction of new sidewalks in accordance with the priorities established by the Sidewalk Master Plan. The Sidewalk Master Plan gives priority to constructing sidewalks on at least one side of many streets within one mile of a school or other municipal facility, which generates heavy pedestrian traffic. It is estimated that this would entail the construction of twenty-one (21) miles of new sidewalks. Final locations will be determined by the School Department, Planning Department and the Department of Public Works.

Project Justification and Purpose:

Major funding for sidewalks has been deferred in past fiscal years as part of an overall reallocation of capital appropriations towards maintaining School and Town services, until 2014 when funds were approved for a new sidewalk on a portion of Holt Road and in 2015 when portions of Woburn St. and River St. were approved.

<u>Street Name</u>	<u>Street Section</u>	<u>Estimated Cost</u>
<u>FY2020</u>		
High Plain Rd.	West Elementary to Greenwood Rd.	1,106,000
		<u>\$1,106,000</u>
<u>FY2021</u>		
Woburn St.	Abbot St. to Bayberry Ln.	210,000
High St.	Haverhill St. to house #128	859,000
		<u>\$1,069,000</u>
<u>FY2022</u>		
Dascomb Rd.	Andover St. to Clark Rd.	779,000
Woburn St.	Enfield Dr. to Rattlesnake Hill Rd.	1,054,000
		<u>\$1,833,000</u>
<u>FY2023</u>		
Abbot St.	Spring Grove Rd to Woburn St.	653,000
Lincoln St.	Cindy Ln. to Lowell St.	115,000
		<u>\$768,000</u>

PUBLIC WORKS

FY2024

Andover St.	Hall Ave. to Central St.	1,547,000
Greenwood Rd.	Lowell St. to Gleason St.	1,067,000
		<u>\$2,614,000</u>

Cost Estimate & Timing:

The projected costs are estimated on a base figure of \$121/ft., which includes new bituminous concrete sidewalks, and granite curbs, and trees. Additional items such as engineering, police, retaining walls, guardrail and drainage structures, where necessary at each location, are also included in the total costs.

Long-term:

The cost estimated to construct twenty-one (21) miles of new sidewalk is approximately \$12,910,000 which includes new bituminous concrete sidewalks, granite curbs, and trees. Additional items such as; engineering costs, police details or other necessary items such as retaining walls, guardrail, and drainage structures must be added to this total, where required.

Construction completed 1 year after approval with funds from General Fund borrowing.

Estimated Annual Operating or Maintenance Cost or Savings:

N/A

Town Manager's Recommendation:

The Town Manager does not support this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$1,106,000	\$0
2021	\$1,069,000	\$0
2022	\$1,833,000	\$0
2023	\$768,000	\$0
2024	\$2,614,000	\$0

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **Water & Sewer Vehicles**

DPW-12

Department Priority Ranking:
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY19: \$225,000
Dept. Request: \$225,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: Water Reserves

Dept.	Vehicle #	Year	Make/Model	FY21	FY22	FY23	FY24	FY25
Water	30	2005	Ford F150 4x4 Pickup w/Ext Cab (G F's)	35,000				
Water	31	2015	Ford F350 1 Ton F37 CABCA Pick w/Crane					55,000
Sewer	32	2012	Ford F350 1 Ton F31 Dump PU Truck w/Plow			50,000		
Sewer	33	2012	Ford F350 1 Ton F31 Pickup w/Plow			50,000		
Water	34	2005	Mack 10-Wheel Dump Truck w / Snow Setup	175,000				
Water	35	2015	Ford F350					35,000
Water	36	2016	Ford Transit 150					
Water	40	2007	John Deere 410J Backhoe		190,000			
Water	41	2016	Ford Escape AWD					
Water	42	2015	Ford F550 1 Ton 4x4 Dump & Plow					55,000
Water	47	2019	Ford F150 4x4 Pickup w / Ext Cab					
Water	B	2013	Gorman Rup Pump (6")			20,000		
Water	C	2013	Gorman Rup Pump (6")			20,000		
Water		2007	Terex Light Tower/6FW Gen.. SNL GYF20083, Model RLA 060D1-4UH	15,000				
Water	70	2013	Infrastructure Maintenance Vehicle				225,000	
Water	Trailer-6	2007	Big Tezx Utility Trailer 30SA8 - black					
Water	WS- 1	1997	Trailer Utility Sedan					
Water	WS- 2	2003	Haulmark K714BT Kodiak Enclosed Trailer					
Water	WS- 3	2000	Seca Utility Trailer for Water Jet Flusher					
Water	WS- 4	2001	Am Utility Trailer for Solar Powered Changeable Message Signs					
Water	WS- 5	2001	Am Utility Trailer for Solar Powered Changeable Message Signs					
Water	WS-A	2000	SRECO Utility Trailer co Sewer Main Cleaner					
Dept.	Vehicle#	Year	Make/Model	FY20	FY22	FY22	FY23	FY24

PUBLIC WORKS

Water	WS-B	2010	D210PHJD Compressor, weight 2700#			15,000		
Water	WS-C	2000	Vactron U-Dump Flat Trailer 512F					
			(No PM, Trailer services by Water Shop)					
WTP	2	2018	Ford Escape AWD					
WTP	37	2009	Ford F150 1/2 Ton Pick X18		35,000			
WTP	38	2013	Ford F250 1/2 Ton Pickup F18 4X4 139 Regular Cab Styleside					45,000
WTP	43	2016	Ford Transit 350					
WTP	44	2015	Ford F150					35,000
WTP	45	2016	Ford F250, Supercab					
WTP	46	2019	Ford F150 4x4 Pickup					
WTP	48	2018	Ford Escape AWD					
WTP	49	2018	Ford Escape AWD					
WTP	50	2006	Ford F350 1 ton pickup w/ Crane			55,000		
WTP	A-GEN	1977	Onan Generator (Unleaded)			15,000		
WTP	T1	2000	Trailer for Airman SDG45 Generator					
			Water/Water Treatment Total Request	225,000	225,000	225,000	225,000	225,000

Estimated Annual Operating or Maintenance Cost or Savings:

N/A

Town Manager's Recommendation:

The Town manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$225,000	\$225,000
2021	\$225,000	\$225,000
2022	\$225,000	\$225,000
2023	\$225,000	\$225,000
2024	\$225,000	\$225,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Filter Backwash Discharge Tank***

DPW-13

Department Priority Ranking: 3
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$0 (FY22 Request)
Dept. Request: FY22 Request
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing

Project Description:

Design, engineering, permitting and construction management for a new Filter Backwash Discharge Storage/Equalization Tank to hold filter backwash water until it can be bled back into the treatment train at the raw water intake.

Project Justification and Purpose:

EPA did not renew the General Discharge Permit for the Water Treatment Plant and is expected to deny the permit and require an alternative method for the backwash water treatment and disposal. The National Pollutant Discharge Elimination System (NPDES) Potable Water Treatment Facility General Permit (PWTF GP) expired in 2009. Andover filed a Notice of Availability (NOA) to be covered under the new PWTF GP. Andover may not be covered under the PWTF GP because aluminum levels in the discharge might exceed the National Recommended Water Quality Criteria in Haggetts Pond. The EPA is working with USGS to determine mixing zones for WTF that discharge to ponds. A storage/equalization tank can be located on-site at the WTF to hold filter backwash water until it can be bled back into the treatment train at the raw water intake. The use of alum can be replaced with more complex forms of aluminum-based coagulants. These chemicals are more effective; however, they are typically more expensive than alum. The substitution might have adverse impacts on the water quality so the transition would need to be closely monitored. Discharging to lagoons is similar to the use of sedimentation basins. However, retention times are longer and water would generally flow directly to Haggetts Pond instead of the raw water intake of the WTF. Additionally, lagoons would have to be cleaned periodically using equipment such as a front end loader. Solids would have to be trucked off-site to a disposal facility. Space is also limited at the site, potentially making lagoons impossible to build. Other treatment options not listed here would likely be too expensive to be feasible.

Cost Estimate & Timing:

\$300,000 for engineering and approvals was approved at ATM 2012.

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports this request for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021		
2022	\$4,600,000	\$4,600,000
2023		
2024		

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Major Water Main Replacement/
Distribution Improvements Project***

DPW-14

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$4,000,000
Original Dept. Request: \$4,000,000
Submitted by: Christopher Cronin,
Director
Department: Public Works
Funding Source: Water Enterprise Borrowing

Project Description:

Replacement of cast iron water mains, water mains identified within the Distribution Study, and water mains identified to have historical issues. The project will also include the replacement, rehabilitation and abandonment of existing water mains (parallel Mains).

Cleaning and lining on section of unlined cast iron water mains that are of adequate size and replacement of appurtenances as identified by the Water Superintendent and Engineers.

Project Justification and Purpose:

A significant portion of the Towns Water distribution system consists of unlined cast iron water mains that have reduced hydraulic capacity (firefighting), and water quality issues due to mineral deposits. Water enterprise funding /borrowing would be used to replace, rehabilitate and abandon water mains. This will help to prevent catastrophic failures, improve capacity and water quality, further identification of areas with periodic water color concerns, prevent water loss within the system, and provide adequate fire protection.

In an effort to ensure a reliable and also a system with sufficient capacity within the water distribution system The Water distribution study and analysis has identified that areas of the Town Water infrastructure consists of deficient water mains. These main have reduced hydraulic capacity due to size, age, pipe material and historical structural issues. Town officials have identified areas throughout the Towns system that are in need of water main replacement for reasons such as but not limited to hydraulic capacity and historical structural issues. A number a locations within the system have parallel water mains, these mains are typically unlined cast iron mains which have limited capacity, and these locations require services and fire hydrants to be switched over to the new main prior to the abandonment of the older main.

The Towns Water Division conducts annual infrastructure improvements to properly maintain and upgrade The Towns aging water distribution system. This program helps to prevent catastrophic failures, improve capacity, prevent water loss, provide adequate fire protection and improve overall water quality.

Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

PUBLIC WORKS

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$4,000,000	\$4,000,000
2021	\$4,000,000	\$4,000,000
2022	\$4,000,000	\$4,000,000
2023	\$4,000,000	\$4,000,000
2024	\$4,000,000	\$4,000,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Hazard Tree Removal*

DPW-15

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0
Original Dept. Request: \$100,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Revenue

Project Description:

Hazard Tree Removal

Project Justification and Purpose:

Andover covers 32 square miles of land, much of which is forested. Our forest is aging, and the impacts of this aging are being felt dramatically in the form of significant mortality and dieback of many trees along public roadways and on Town parcels. The number of trees that need to be removed or pruned greatly exceeds the capacity of our existing Forestry crews. We will use these funds to reduce our backlog of hazard tree removals and to grind the stumps resulting from these removals, thereby improving the safety of our roadways.

Cost Estimate & Timing:

\$100,000

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager does not support this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$100,000	\$0
2021		
2022		
2023		
2024		

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: **WTP Parking Area Reconstruction**

DPW-16

Department Priority Ranking: 3
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY 20: \$110,000
Dept. Request: \$110,000
Submitted by: Chris Cronin, Director
Department: Public Services
Funding Source: Water Enterprise Reserves

Project Description:

Reconstruction of rear parking areas at the Water Treatment Plant inclusive of pavement, curbing, and castings.

Project Justification and Purpose:

Due to various construction projects at the WTP over the years, the parking and access areas require reclamation, grading, casting adjustment, curbing adjustment, and repaving.

Project Estimates: Back and side lots/drives of WTP \$110,000

Cost Estimate & Timing:

Estimate was provided using recent project costs engineering data, means data, as well as current materials bid prices. Engineering and oversight of this project will be done in-house.

Estimated Annual Operating or Maintenance Cost or Savings:

N/A

Town Manager's Recommendation:

The Town Manager supports this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$110,000	\$110,000
2021		
2022		
2023		
2024		

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Hydrant Replacement Program***

DPW-17

Department Priority Ranking: 2
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$100,000
Original Dept. Request: \$100,000
Submitted by: Christopher Cronin,
Director
Department: Public Works
Funding Source: Water Enterprise Reserves

Project Description:

Continue with the installed hydrant inventory resulting in, but not limited to, the identification of hydrants needing replacement, repair and/or maintenance including replacement of identified hydrants.

Project Justification and Purpose:

Older fire hydrants within the Water Distribution system were identified during the comprehensive hydrant inventory and inspection. The continuation of the program will replace the remaining older fire hydrants to ensure reliability.

Cost Estimate & Timing:

It is estimated that approximately 20-30 hydrants will need major repair or replacement, at an estimated cost of \$2,000 - \$4,000 per unit depending upon the need.

Engineering and oversight of this project will be done in-house.
\$100,000 from water enterprise reserves

Estimated Annual Operating or Maintenance Cost or Savings:

Annual maintenance cost associated with this program will be included in the budget

Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$100,000	\$100,000
2021	\$100,000	\$100,000
2022	\$100,000	\$100,000
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Water Treatment GAC Replacement*

DPW-18

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY2020: \$450,000
Original Dept. Request: \$450,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: Water Enterprise Reserves

Project Description:

The water filtration system at the Water Treatment Plant consists of eight filter beds, each holding approximately 66,000 pounds of granular activated carbon (GAC). The FY20 funding replaces the GAC in four units, with the remaining four units being replaced for in FY21. This will allow for the recommended in-service life from the carbon while staying in compliance with the life-cycle requirements.

Project Justification and Purpose:

The granular activate carbon filtration system is operated and maintained in order to ensure a supply of drinking water of the highest quality. Timely replacement of the filter media is critical in maintenance requirements. Each replacement is expected to have a life span of four (4) years.

Cost Estimate & Timing:

The costs are estimated to be \$950,000 for FY 20-21, and \$1,145,000 for FY 24-25

Estimated Annual Operating or Maintenance Cost or Savings:

	FY 20	FY 21	FY22	FY 23	FY 24	FY 25
FILTER #1	Sep-19				Sep-23	
FILTER #2	Sep-19				Sep-23	
FILTER #3	Apr-20				Apr-24	
FILTER #4	Apr-20				Apr-24	
FILTER #5		Sep-20				Sep-24
FILTER #6		Sep-20				Sep-24
FILTER #7		Apr-21				Apr-25
FILTER #8		Apr-21				Apr-25
GAC COST	\$450,000	\$500,000			\$560,000	\$585,000

PUBLIC WORKS

Town Manager's Recommendation:

The Town Manager supports this request for FY20, FY21 and FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$450,000	\$450,000
2021	\$500,000	\$500,000
2022		
2023		
2024	\$560,000	\$560,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Stormwater Infrastructure Condition
Assessment Program***

DPW-19

Department Priority Ranking: 2
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (FY21 Request)
Original Dept. Request: FY21 Request
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Revenue

Project Description:

Stormwater Infrastructure Condition Assessment Program

Project Justification and Purpose:

Much of the Town's stormwater infrastructure is aged and needs to be renovated or replaced. This article will enable us to create a 4 year condition assessment program to evaluate the condition of our stormwater pipes, catch basins, manholes, inlets, outlets, and swales. We'll use this data to create a maintenance and replacement plan, similar to what we do with our water and sewer infrastructure. This program will help ensure the safe passage of vehicles and pedestrians on Town roadways and assist us in complying with the new Federal NPDES permit.

Cost Estimate & Timing:

\$50,000 per year for four years beginning in FY2021.

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports this request for FY21 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021	\$50,000	\$50,000
2022	\$50,000	\$50,000
2023	\$50,000	\$50,000
2024	\$50,000	\$50,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Minor Sanitary Sewer Collection System Improvements* DPW-24

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (FY21 Request)
Original Dept. Request: FY21 Request
Submitted by: Christopher Cronin,
Director
Department: Public Works
Funding Source: Sewer Enterprise Reserves

Project Description:

Minor repairs to the sanitary sewer are necessary to ensure that the collection system is operating correctly. Repairs will include but not limited to Sewer manhole installation, replacement and repair. Minor defective pipe repair to eliminate I/I sources.

Project Justification and Purpose:

With the aging of the Sanitary Sewer Collection System dating as far back as 1898, repairs are necessary to ensure the integrity of the collection system and to eliminate I/I sources

Cost Estimate & Timing:

\$50,000 from Sewer Enterprise reserves beginning again in FY2021

Estimated Annual Operating or Maintenance Cost or Savings:

Annual cost associated with this program will be included in the budget

Town Manager's Recommendation:

The Town Manager supports this request for FY21 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021	\$50,000	\$50,000
2022	\$50,000	\$50,000
2023	\$50,000	\$50,000
2024	\$50,000	\$50,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Spring Grove Cemetery Maintenance*

DPW-28

Department Priority Ranking: 2
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: **\$20,000**
Original Dept. Request: \$20,000
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: General Fund Revenue

Project Description:

	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
General maintenance and Cemetery Improvements, including expansion of grave sites, software upgrades and roadway paving.	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Totals		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000

Project Justification and Purpose:

General Maintenance – In addition to the expansion of grave sites, funds are used for cemetery maintenance such as grinding and screening of the loam pile, removal of hazard trees, repairs to the stone wall along Abbot Street, and for maintenance and upgrades to the cemetery GIS software.

Cemetery Improvements – Funds were appropriated in FY16 - FY18 and an inclusive plan for road repair, drainage work and other improvements at Spring Grove Cemetery are underway for work to be continued through Spring 2018. Repair of a stone wall and a new sign were completed in the summer of 2018. Expansion of the cemetery is currently being planned and these funds would continue ongoing work along with the expanded section.

Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$20,000	\$20,000
2021	\$20,000	\$20,000
2022	\$20,000	\$20,000
2023	\$20,000	\$20,000
2024	\$20,000	\$20,000

PUBLIC WORKS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Fish Brook Intake Replacement***

DPW-29

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0 (FY21 Request)
Original Dept. Request: FY21 Request
Submitted by: Chris Cronin, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing

Project Description:

Design and permitting for new Fish Brook Pump Station intake to Merrimac River.

Project Justification and Purpose:

Current intake will not meet future water demand. The Town currently uses two pumps that are placed in the river to supply adequate flow to the pump station.

Cost Estimate & Timing:

\$500,000 in FY2021 for design, specs, and permitting services. Construction in FY2022.

Estimated Annual Operating or Maintenance Cost or Savings:

Estimated \$20,000 per year in electrical savings.

Town Manager's Recommendation:

The Town Manager supports this request for FY21 and FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020		
2021	\$500,000	\$500,000
2022	\$14,500,000	\$14,500,000
2023		
2024		

DEPARTMENT OF FACILITIES



FACILITIES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Town Projects - Building Division*

FAC-1

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$380,000
Dept. Request: \$380,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: General Fund Revenue

Project Description:

	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
ADA Compliance	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Door and door hardware replacement	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Interior upgrades- Painting, flooring and ceilings	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Masonry maintenance and repairs	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Building roof repairs	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Paving, sidewalk and curb repairs	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Playground maintenance	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Project overtime	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Security system upgrades	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Town buildings improvements	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Totals		\$380,000	\$380,000	\$380,000	\$380,000	\$380,000

Project Justification and Purpose:

ADA Compliance – Funds are requested to address accessibility requirements as identified in the Town's most recent Self-Evaluation and Transition Plan Update.

Door & Door Hardware Replacement – Funds are requested to continue the ongoing program to replace our aging interior and exterior doors and door hardware on Town buildings.

Interior Upgrades – Painting, flooring, and ceilings – Ongoing improvement program for painting, flooring and ceilings as needed.

Masonry maintenance and repairs – Funds are requested for ongoing maintenance of masonry at Town buildings, including cleaning, repointing, sealing and minor repairs as needed.

Building roof repairs – Funds are requested to make minor repairs to roofs on Town buildings.

Paving, Sidewalks, Curb Repairs – Funds are requested to repair aging driveways, sidewalks and catch basins at all Town buildings.

Playground maintenance – Funds are requested to repair playground structures and replenish playground surfaces and mulch.

Project Overtime – Facilities trade staff in support of Town/School capital projects.

Security System upgrades – Funds are requested to upgrade and repair security systems, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

FACILITIES

Town buildings improvements – Funds are requested for the ongoing program to replace carpeting, flooring, signage and minor renovations in Town buildings.

Cost Estimate & Timing: \$380,000

Estimated Annual Operating or Maintenance Cost or Savings:
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Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$380,000	\$380,000
2021	\$380,000	\$380,000
2022	\$380,000	\$380,000
2023	\$380,000	\$380,000
2024	\$380,000	\$380,000

FACILITIES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Town Projects – Mechanical Electrical Division*

FAC-2

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$280,000
Original Dept. Request: \$280,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: General Fund Revenue

Project Description:

	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
Asbestos abatement and inspections	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Building Fire Systems	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Electrical upgrades	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Energy Conservation	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Engineering	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Exterior Oil/Water/Sand Separators Cleaning	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
HVAC/Controls Upgrades	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Public Safety Center Shooting Range Lead Abatement	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Upgrade or Replace Street Light Poles and street light equipment	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Totals		\$280,000	\$280,000	\$280,000	\$280,000	\$280,000

Project Justification and Purpose:

Asbestos abatement and inspections – Funds are requested to address asbestos abatement and inspections as needed.

Building Fire Systems – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

Electrical upgrades – Funds are requested to make electrical upgrades at Town facilities.

Energy Conservation – Funds are requested to implement minor energy conservation upgrades.

Engineering – Funds are needed for professional engineering fees to implement capital projects.

Exterior Oil/Water/Sand Separators Cleaning – Funds are requested to comply with EPA Regulations regarding the annual cleaning of oil/water/sand separators in all of our School and Town buildings parking areas.

HVAC/ Controls Upgrades – Funds are requested to upgrade HVAC equipment at Town facilities and implement Building Automation Systems (BAS).

FACILITIES

PSC Shooting Range Lead Abatement – Shooting Ranges and portions of the range exhaust system accumulate lead contamination and must be abated annually. Funds are requested for this lead abatement.

Upgrade or Replace Street Light Equipment – Funds are requested to upgrade or replace Town owned street light poles and equipment as needed.

Cost Estimate & Timing: \$280,000 FY2020 – General Fund Revenue
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Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$280,000	\$280,000
2021	\$280,000	\$280,000
2022	\$280,000	\$280,000
2023	\$280,000	\$280,000
2024	\$280,000	\$280,000

FACILITIES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Town and School Security Projects***

FAC-3

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: **\$100,000**
Dept. Request: \$230,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: General Fund Revenue

Town Project Description:	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
Memorial Hall Library - Upgrade analog cameras to digital cameras	1	\$80,000				
Old Town Hall - Upgrade security cameras (add exterior cameras and onsite NVR)	1	\$50,000				
Pomps Pond and Recreation Park Install Access Readers and Emergency Call Stations	3			\$100,000		
Total Town		\$130,000	\$0	\$100,000	\$0	\$0

School Project Description:	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
School Entrance Renovations	1	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Wood Hill/High Plain Security cameras upgrade	2		\$85,000			
Security Camera Upgrades- Schools to digital (WMS, South, Sanborn)	3			\$100,000		
Total Schools		\$100,000	\$185,000	\$200,000	\$100,000	\$100,000

Total Town and School Combined		\$230,000	\$185,000	\$300,000	\$100,000	\$100,000
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Memorial Hall Library – Upgrade analog cameras to digital cameras. Funds are requested to replace the existing analog security cameras at Memorial Hall Library to digital technology. This is by request of the Andover Police Department and reflects the Town's commitment to keeping our community secure.

Old Town Hall - Upgrade analog cameras to digital cameras. Funds are requested to replace the existing analog security cameras at Old Town Hall and the Andover Town House to digital technology. This is by request of the Andover Police Department and reflects the Town's commitment to keeping our community secure.

Pomps Pond and Recreation Park - Install Access Readers and Emergency Call Stations. Funds will be requested in FY2022 to Install Access Card Readers and Emergency Call Stations at the Pomps Pond and Recreation Park facilities.

FACILITIES

School Entrance Renovations – Andover Public School buildings are undergoing a comprehensive program of security upgrades and renovations. The new entrance vestibule at Andover High School is just one example of security measures being undertaken to keep our school buildings safe. Funds are requested to continue implementing these high priority security enhancements throughout our school system.

Wood Hill/ High Plain Security cameras upgrade – Upgrade cameras from analog to digital format and increase the number of cameras.

Security Camera Upgrades-Schools to digital – Upgrade interior camera security systems at three schools.

Cost Estimate & Timing: \$230,000

Estimated Annual Operating or Maintenance Cost or Savings:
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Town Manager's Recommendation:

The Town Manager supports this request in the amount of \$100,000 for FY20.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$230,000	\$100,000
2021	\$185,000	\$185,000
2022	\$300,000	\$300,000
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000

FACILITIES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Town Vehicles*

FAC-4

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$123,000
Original Dept. Request: \$123,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: General Fund Revenue

Dept./Div.	Year	Make/Model	FY2020	FY2021	FY2022	FY2023	FY2024
P&F Admin.-1-Security	2006	Ford Escape 4x4	30,000				
Build. Maint.-8	2018	Ford F-250 3/4T STW F2B XL 4WD Cab					
Build. Maint- Paint	2018	Ford Transit Connect 1/2T S7E1 XL Van LWB					
Build. Maint-10	2018	Ford Transit Connect 1/2T S7E1 XL Van LWB					
Build. Maint-4	2009	2009 Chevy Colorado 4wd Pickup (mileage 39580)					35,000
Build. Maint-Rack	2017	Chevy C3500 1T Rack/Dump					
Build. Maint-6	2018	Ford Transit 250 148 WB					
Build. Maint-12	2014	Ford F250 3/4T F2B Pickup 4x4					
Build. Maint-14	2015	Ford Tansit Connection Van 1/2T S7E1 121 LWB					
Build. Maint-16	2011	Ford Econoline F250			35,000		
Elder Services- 1	2012	Ford Focus P3K-HB			18,000		
Elder Services- 2	2013	Ford Focus P3K-HB				18,000	
Elder Services- 3	2016	Ford Transit 250					
Elder Services- 4	2008	Ford E450 Econo Bus 1 1/2T BW	65,000				
Information Technology-1	2014	Ford Transit Connect Cargo S6EZ SWEB XL					
Mech/Electrical-5	2018	Ford Transit 250 3/4T R2C Van					
Mech/Electrical-17	2010	Ford Transit Connect XL Cargo Van					35,000
Mech/Electrical-11	2010	Ford Transit Connect XL Cargo Van					35,000
Mech/Electrical-9	2013	Ford Transit Connect Van 1/2T S6A					
Mech/Electrical-13	2010	Ford Transit Connect XL Cargo Van		32,000			
Mech/Electrical-7	2015	Ford Tansit Connection Van 1/2T S7E1 121 LWB				35,000	
Mech/Electrical-15	2015	Ford F450 1 1/2T Chassis w/Fiberglass Utility Body & Dur-A-Lift					
Mech/Electrical-3	2018	Ford F-150 4x4 Pickup					
Youth Services- 3	2012	Ford E450 1 1/2T Elkhart 15 Passenger Coach				65,000	
Youth Services- 1	2011	Ford E450 1 1/2T Elkhart 15 Passenger Coach			65,000		
Youth Services- 2	2010	Ford E450 1 1/2T Elkhart 15 Passenger Coach (mileage 49309)		65,000			
Youth Services- 4	2006	Chevy Colorado CT1565 Supercab 4x4	28,000				
Total P&F-4			123,000	97,000	118,000	118,000	105,000

Project Justification and Purpose:

Vehicle replacements have been pushed out year after year due to budget constraints. We can keep vehicles running mechanically, but metal rot is overtaking the vehicles' frames and bodies to the point that they will become unsafe to drive.

Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

FACILITIES

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$123,000	\$123,000
2021	\$97,000	\$97,000
2022	\$118,000	\$118,000
2023	\$118,000	\$118,000
2024	\$105,000	\$105,000

FACILITIES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Town Parks and Playground Improvements*

FAC-5

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$400,000
Original Dept. Request: \$400,000
Submitted by: Joseph Connelly, Director
Janet Nicosia, Director
Department: DCS and Facilities
Funding Source: General Fund Revenue or
Borrowing

Project Description:

Major improvements, renovations, and construction of Town parks and playgrounds.

	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
Indian Ridge Playground		\$400,000				
Ballardvale Playground Phase 2				\$250,000		
Lower Shawsheen Track			\$500,000			
Playstead Improvements Phase 1, 2 and 3				\$250,000	\$250,000	\$250,000
Rec Park / Poms Pond			\$100,000			
Totals		\$400,000	\$600,000	\$500,000	\$250,000	\$250,000

Indian Ridge Playground – This playground, located on Cuba Street, is very old and little has been done to update the play structures and the park as a whole. Funds will be requested in FY20 to update the equipment and improve the park layout to bring both into compliance with safety standards and the ADA.

Ballardvale Playground – The first phase of the Ballardvale playground renovation included playground equipment and walkways. Funds are requested for a second phase which will address the ballfield and basketball court, as well as the fencing and perimeter walking path.

Lower Shawsheen Track – The Lower Shawsheen asphalt track has failed and is cracked with vegetation growing through the pavement. Funds are requested to replace the asphalt and apply a rubber coating for a modern shock resistant running surface.

Playstead Improvements – Master Plan is in process. Placeholder for future CIP Requests.

Rec Park / Poms Pond – Master Plan is in process. Placeholder for future CIP Requests.

Cost Estimate & Timing: \$400,000

Estimated Annual Operating or Maintenance Cost or Savings:

FACILITIES

Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$400,000	\$400,000
2021	\$600,000	\$600,000
2022	\$500,000	\$500,000
2023	\$250,000	\$250,000
2024	\$250,000	\$250,000

FACILITIES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Major Town Projects*

FAC-6

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$650,000
Original Dept. Request: \$650,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Sources: General Fund Borrowing

Project Description:						
	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
Memorial Hall Library restrooms		\$250,000			\$250,000	
Militia Building at Bowling Green stone wall pointing				\$50,000		
Old Town Hall mosaic floor restoration			\$80,000			
Old Town Hall exterior masonry and balcony restoration				\$250,000		
Old Town Hall flooring replacement			\$100,000			
Old Town Hall HVAC upgrade					\$150,000	
Old Town Hall historic wooden window replacement						\$1,000,000
Public Safety Building carpet replacement		\$30,000	\$30,000	-		
Public Safety Building expansion of evidence room and replacement of evidence lockers		\$200,000				
Public Safety Building exterior masonry maintenance			\$50,000		\$50,000	
Public Safety roof replacement					\$750,000	
Red Spring Road Maintenance Shop renovations			\$100,000			
Spring Grove Cemetery building renovations and demolition			\$50,000			
Town Offices renovations		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Town Offices main entry granite stairway design, then replace			\$50,000	\$500,000		
West Fire Station HVAC upgrade		\$120,000				

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West Fire Station replacement of concealed gutters			\$50,000			
Youth Center add heat to Maker Space			\$50,000			
Totals		\$650,000	\$610,000	\$850,000	\$1,250,000	\$1,050,000

Project Justification and Purpose:

Memorial Hall Library Restrooms – Funds are requested to update the non-gendered restrooms on the first floor of the building. These are currently in poor condition and are extremely small. We will look into combining them into two larger restrooms. Restrooms on the second floor will be planned for FY2023.

Militia Building stone wall repointing – The stone wall running along Route 133 in Shawsheen is in need of repair.

Old Town Hall mosaic floor restoration – The historic Mosaic floor in Old Town Hall foyer needs to be restored. The floor beneath the mosaic has become soft, causing the mosaic tiles to become loose.

Old Town Hall exterior masonry and balcony restoration – Funds are requested to restore the historic balcony on the front of the Old Town Hall building.

Old Town Hall Flooring Replacement – Funds are requested to replace the carpeting in both the senior drop-in center and the rear office space with vinyl flooring. Increasingly these areas are being used for food events and the vinyl flooring will be easier to clean.

Old Town Hall HVAC upgrade – Funds are requested to make upgrades and modifications to the current HVAC systems in the Old Town Hall building. The existing air conditioning system runs to cool the entire building, even when only a single area is occupied, resulting in a waste of energy. Funding will allow us to segregate the areas into separate systems.

Old Town Hall replacement of historic wooden windows – Funds are requested to replace the old, original windows at the Old Town Hall. For aesthetic reasons these historic wooden windows have no exterior weather protection and thus are exposed to the elements. This exposure to varying weather conditions results in deterioration over time.

Public Safety Center carpet replacement – Funds are requested to begin replacing the carpeting throughout the building. It is now 15 years old and has become quite worn.

Public Safety Center expansion of Evidence Room and replacement of Evidence Lockers – The Police Department evidence room is severely overcrowded and needs expansion. When designed 15 years ago, Police requirements for evidence retention were less stringent. This is a critical need for the operations of this organization. Evidence rooms must be secured, temperature controlled and well ventilated for the preservation of evidence.

Public Safety Building exterior masonry maintenance – Funds are requested to clean and waterproof the exterior masonry walls to prevent water penetration into the building.

Public Safety Center roof replacement – Funds are requested to replace the current EPDM rubber roof with a PVC membrane roof. During the past few years the current roof has experienced frequent flashing and roof leaks. This roof has reached its end of life.

Red Spring Road Maintenance Shop renovation – Funds are requested to renovate the existing multi-stall restroom to one multi-stall and one single use restroom with shower. Currently the maintenance shop cannot

FACILITIES

accommodate female staff.

Spring Grove Cemetery building renovations and demolition – Funds are requested to remove the wooden building after its services have been moved to the new Municipal Services building.

Town Offices building renovations – Funds are requested to make upgrades to various office spaces in the Town Offices building. As staff are replaced, or new staff are hired, changes in the layout of the offices and wall modifications are required.

Town Offices replacement of Main Entrance granite stairway – Funds are requested to replace the existing granite stairway. Several repairs have been made during the past five years to remedy damage caused by winter salt and freeze damage.

West Fire Station HVAC and EMS upgrade – Funds are requested to replace the window air conditioners with a whole building HVAC strategy, including an energy management system. The station is currently serviced by split units that provide minimal ventilation. Conditioned and ventilated air is important for this busy facility, especially since its staff are subjected to extreme heat during their emergency calls.

West Fire Station – Replacement of Concealed Gutters – The copper gutters that are an integral part of the building soffit and fascia are leaking, allowing water to infiltrate the building. Funds are requested to replace them. Repairs were made recently as a short-term, temporary accommodation.

Youth Center Shed – Funds are requested to build a shed for storage behind the Cormier Youth Center. The storage shed will be used to store materials, such as paint, as well as other outdoor equipment that is used for their many programs.

Youth Center add heat to Maker Space – Funds are requested to add heat to what is now the rear storage area so that it can be used as a Maker Space. This upgrade was part of the original design, to be funded at a later date.

Cost Estimate & Timing: \$650,000
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Town Manager's Recommendation:

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$650,000	\$650,000
2021	\$610,000	\$610,000
2022	\$850,000	\$850,000
2023	\$1,250,000	\$1,250,000
2024	\$1,050,000	\$1,050,000

FACILITIES

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Town / School Energy Initiatives*

FAC-7

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$420,000
Original Dept. Request: \$420,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Sources: General Fund Borrowing

Project Description:

Town	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
Memorial Hall Library - Retrofit 1st floor lighting to LED		\$100,000				
Public Safety Center - Install High Efficiency Condensing Boilers		\$200,000				
Red Spring Road - Install EMS		\$20,000				
Town Offices Complex - Retrofit hallway and office lighting to LED			\$100,000	\$100,000		
Youth Center - Heat conversion						\$50,000
Total Town		\$320,000	\$100,000	\$100,000	\$0	\$50,000

Schools	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
All Schools - VFD Pumps & Fans		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
All Schools - Insulate domestic hot water pipes		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Collins Center - Install New Roof Top Units					\$500,000	
Doherty Middle School - Upgrade Gym exhaust fan with VFD fan and add CO2 sensing				\$300,000		
Doherty Middle School - Pneumatic Controls to DDC		\$50,000				
Doherty Middle School - Install New Condensing Boilers			\$100,000	\$100,000		
Sanborn School - Install VFD's to exhaust fans and program into EMS.				\$50,000		

FACILITIES

Sanborn School - Design to Convert Steam Heat to Hot Water DDC						\$80,000
Sanborn School - Retrofit classroom lighting to LED						\$100,000
South School - Retrofit lighting in classrooms to LED			\$100,000			
South School - Pneumatic Controls to DDC						\$75,000
Total Schools		\$100,000	\$250,000	\$500,000	\$550,000	\$305,000

Total Combined	\$420,000	\$350,000	\$600,000	\$550,000	\$355,000
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Project Justification and Purpose:

Memorial Hall Library retrofit first floor lighting to LED – Funds requested will retrofit the old technology parabolic lighting to LED fixtures, which are energy efficient and provide more even coverage. The fluorescent fixtures in this area provide dim and uneven light. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling, due to the mercury used in their manufacturing. We expect a utility incentive of \$10,000 and an annual electricity and maintenance savings of \$5,000.

Public Safety Center- Install High Efficiency Condensing Boilers – Funds are requested to replace the boilers with high-efficiency condensing boilers.

Red Spring Road maintenance building Energy Management System – Funds are requested to install an energy management system (EMS) at the Red Spring Road maintenance building. This building is not currently connected to the town-wide EMS.

Town Offices Complex retrofit hallway and offices lighting to LED - Funds requested will retrofit the complex to more efficient LED fixtures. Fluorescent fixtures in some areas of the complex provide lighting that is dim and uneven. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. We expect a utility incentive of \$20,000 and an annual electricity and maintenance savings of \$10,000.

Youth Center heat conversion – Funds are requested to upgrade portions of the heating system to more energy efficient systems. When the building was constructed some electric units were installed.

All Schools – System Wide VFD Pumps and Fans retrofits (in-house installation) – Funds are requested to continue a system wide program to retrofit existing one-speed drives to variable speed drives. In-house labor will be utilized for this energy saving measure. Utility incentives often cover 50% or more of the cost of each VFD, and paybacks run under 5 years (many under 3 years). The lifecycle of each drive is approximately 15 years. We can estimate that if we spend \$100,000 on pumps, and paybacks on these types of projects range between 4 and 5 years, then our annual savings may be more than \$20,000 per year.

All Schools – System Wide insulation of domestic hot water piping – Funds are requested to continue a system wide program to insulate piping. Heat loss can be significant as heated water is delivered to unit heaters and hot water is delivered for domestic uses. Utility incentives for pipe insulation often cover 50% of the cost of the insulation, with payback estimated at less than 3 years, according to Columbia Gas. We can estimate that if we spend \$25,000 on pipe insulation, and paybacks on these types of projects are approximately 3 years, then our annual savings may be more than \$8,000 per year.

Collins Center installation of new roof top units – Funds are requested to replace the roof top units at the

FACILITIES

Collins Center. The units are more than 20 years old and it is expected that we will be able to receive utility incentives to retrofit them with higher efficiency units.

Doherty Middle School – Upgrade Gym exhaust fan with VFD fan and add CO2 sensing – Funds are requested to replace a 40 year old fan with a more powerful and variable speed fan, which will be linked to the energy management system and will use the CO2 sensor to maintain sufficient ventilation. Gyms are used intermittently and there is energy savings when sensors are added to detect occupancy and air quality.

Doherty Middle School update pneumatic controls to Direct Digital Controls – Funds are requested to eliminate the use of the pneumatic compressed air powered control mechanisms at Doherty Middle School, by replacing them with digital electronic controls. The pneumatic systems rely on miles of air lines throughout DMS, which leak and require the constant use of a compressor during the heating season. The electronic Direct Digital Control (DDC) system affords better control and accuracy and eliminates the maintenance of the pneumatic lines.

Doherty Middle School install new condensing boilers – Funds will be requested to replace the existing, aged boilers with new energy efficient condensing units, spread over two fiscal years. We expect a utility incentive of \$15,000 and annual natural gas savings of \$8,500.

Sanborn School install VFD's to exhaust fans and program into the EMS – Funds are requested to retrofit and/or replace exhaust fans so their speed can vary to properly ventilate classrooms and spaces. Constant systems can draw in cold air. New variable systems keep pressure constant and will link to the energy management system.

Sanborn School design hot water DDC heating system – Funds are requested to design the conversion of the current steam boiler system to a new, high efficiency condensing hot water boiler heating system with Direct Digital Controls (DDC). The system may need to be expanded, or expandable, based on future plans for Sanborn School.

Sanborn School retrofit classroom lighting to LED - Funds requested will retrofit the classrooms to more efficient LED fixtures with controls. Lighting is now dim and uneven fluorescent lighting. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. The new lights will also be fit with occupancy sensing so that lights will shut off when areas are unoccupied.

South School retrofit classroom lighting to LED - Funds requested will retrofit the classrooms to more efficient LED fixtures with controls. Lighting is now dim and uneven fluorescent lighting. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. The new lights will also be fit with occupancy sensing so that lights will shut off when areas are unoccupied.

South School update pneumatic controls to Direct Digital Controls – Funds are requested to eliminate the use of pneumatic compressed air powered control mechanisms at South School with digital electronic controls. Pneumatic systems rely on miles of air lines throughout South, which leak and require the constant use of a compressor during the heating season. The electronic Direct Digital Control (DDC) system affords better control and accuracy, and eliminates the maintenance of the pneumatic lines.

NOTE: Andover Energy Division may apply for grants and/or incentives to fund the cost, or reduce the cost, of some of the projects identified above.

Cost Estimate: \$420,000

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

FACILITIES

The Town Manager supports this request for FY20 – FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$420,000	\$420,000
2021	\$350,000	\$350,000
2022	\$600,000	\$600,000
2023	\$550,000	\$550,000
2024	\$355,000	\$355,000

ANDOVER PUBLIC SCHOOLS



ANDOVER PUBLIC SCHOOLS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *School-Wide Maintenance Program*

SCH-1

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$585,000
Original Dept. Request: \$675,000
Submitted by: Sheldon H. Berman, Ed.D./
 Janet Nicosia, Director
Department: School and Facilities Depts.
Funding Source: General Fund Revenue

Project Description:

	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
504 & IEP Compliance (Individual Educational Plan)	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
ADA Compliance (Accessibility)	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Asbestos Survey and Remediation	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Carpet and Flooring Replacement	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Door and Door Hardware and Installation	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Electrical Upgrades for New Technology	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Engineering	1	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Energy Conservation	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Fence and Guardrail Repairs	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
HVAC/Energy Management Upgrades	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Painting and Parking Lot Striping	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Plumbing Upgrades	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Refinish Gymnasium and Stage Floors	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Restroom Renovations	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
School Playgrounds Maintenance	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Security System Upgrades	1	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Shade Replacements	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000

ANDOVER PUBLIC SCHOOLS

Sidewalk Repairs and Replacements	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Smoke Detector and Fire Alarm Repairs	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Totals		\$675,000	\$675,000	\$675,000	\$675,000	\$675,000

Project Justification and Purpose:

504 & IEP Compliance (Individual Educational Plan) – (Mandated IEP Building Modifications) – Funds are requested to provide building modifications on an as-needed basis when a staff member, or a student’s IEP plan, requires upgrades or modifications to the classrooms or offices to provide reasonable accommodations. These needs come up without advance notice and require immediate attention.

ADA Compliance – Funds are requested to address accessibility requirements.

Asbestos Survey and Remediation – Funds are requested to continue compliance with the AHERA law and asbestos removal.

Carpet and Flooring Replacement – Funds are requested to replace carpeting and flooring as needed.

Door and Door Hardware Replacement – Funds are requested to continue the ongoing program of replacing aging interior and exterior doors and door hardware.

Electrical Upgrades for New Technology – Funds are requested to provide additional electrical outlets and power to service additional needs, driven by new technology in our schools.

Engineering – Funds are requested for professional engineering fees to implement capital projects.

Energy Conservation – Funds are requested to implement minor energy conservation upgrades.

Fence and Guardrail Repairs – Fences and guardrails on school sites frequently sustain damage during the year. Funds are requested for repair or replacement as necessary, and to install new fences when the need arises.

HVAC/Energy Management Upgrades – Funds are requested to upgrade heating, ventilating and air conditioning equipment, and control system components.

Painting and Parking Lot Striping – Funds are requested for painting and parking lot striping.

Plumbing Upgrades – Funds are requested to upgrade plumbing fixtures.

Refinishing Gymnasium and Stage Floors - Funds are requested to screen and refinish approximately 92,626 square feet of gymnasium and stage floors.

Restroom Renovations – Funds are requested to renovate existing restrooms.

School Playgrounds – Funds are requested to replace and repair playground structures and surfaces.

Security System Upgrades – Funds are requested to upgrade and repair school security systems, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

Shade Replacements – Funds are requested for the ongoing replacement of shades and blinds as needed.

ANDOVER PUBLIC SCHOOLS

Sidewalk Repairs and Replacements – Funds are requested to repair or replace sidewalks.

Smoke Detector and Fire Alarm repairs – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

Cost Estimate & Timing: \$675,000
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Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports the FY20 request in the amount of \$585,000.

Fiscal Year	Dept. Request/Proposed	TM Recommended/Plan
2020	\$675,000	\$585,000
2021	\$675,000	\$675,000
2022	\$675,000	\$675,000
2023	\$675,000	\$675,000
2024	\$675,000	\$675,000

ANDOVER PUBLIC SCHOOLS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***School – Projects by Building***

SCH-2

Department Priority Ranking: 1

(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$426,600

Original Dept. Request: \$515,000

Submitted by: Sheldon H. Berman, Ed. D./
Janet Nicosia, Director

Department: School and Facilities Depts.

Funding Source: General Fund Revenue

Project Description:

	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
Andover High restroom renovations		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Andover High window glass seal repairs		\$25,000	\$35,000	\$40,000	\$45,000	
Andover High carpet/flooring replacement		\$20,000	\$30,000	\$40,000	\$40,000	
Andover High Collins Center concrete floor epoxy		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Andover High repair masonry crack in science wing		\$15,000				
Andover High traffic study		\$35,000				
Andover High Lovely Field Scoreboard		\$35,000				
Andover High stairwell/ramp rubber treads			\$40,000			
Andover High epoxy large brick wall in main foyer				\$15,000		
Bancroft Elementary kitchen roll down door replace with solid door					\$30,000	
Doherty Middle restroom renovations		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Doherty Middle flooring and stair tread replacement		\$30,000	\$30,000	-	-	-
Doherty Middle replacement of all hallway cabinet heaters			\$50,000			
Doherty Middle epoxy old hallway CMU walls					\$50,000	

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South Elementary concrete and masonry repairs		\$50,000				
South Elementary renovate teachers' restroom		\$50,000				
West Elementary building repairs		\$50,000				
West Middle cafeteria floor replacement		\$40,000				
West Middle exterior masonry repointing			\$30,000			
West Middle flooring and stair tread replacement		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
West Middle gymnasium install high velocity fans		\$30,000				
Wood Hill/High Plain replace flooring in Guidance, libraries and 24 classrooms in High Plain Elementary		\$40,000	\$40,000			
Wood Hill/High Plain add expansion joints to floor			\$50,000			
Wood Hill/High Plain kitchen roll down door replace with solid door						\$30,000
Wood Hill/High Plain create additional parking						\$100,000
Totals		\$515,000	\$400,000	\$190,000	\$260,000	\$225,000

Project Justification and Purpose:

Andover High School restroom renovations – Funds are requested to continue renovating one restroom each year.

Andover High School window glass seal repairs – Funds are requested to repair failing windows.

Andover High School carpet/flooring replacement – Funds are requested to replace carpeting and other flooring within the school.

Andover High School Collins Center concrete floor – Funds are requested to apply an epoxy coating to the concrete floor sections within the audience seating areas of the Collins Center.

Andover High School repair masonry crack in science wing – Funds are requested to repair masonry.

Andover High School traffic study – Funds are requested to refresh and build upon the existing site master plan.

Andover High School scoreboard – Funds are requested to replace the scoreboard at Lovely Field.

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Andover High School stairwell/ramp rubber treads – Funds are requested to cover the concrete stairwell.

Andover High School epoxy large brick wall in main foyer – Funds are requested to epoxy the large wall in the main foyer.

Bancroft Elementary kitchen roll down door – Funds are requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

Doherty Middle School restroom renovations – Funds are requested to continue renovating one restroom each year.

Doherty Middle School flooring and stair tread replacement – Funds are requested to replace flooring and stair treads throughout the building.

Doherty Middle School replacement of all hallway cabinet heaters – Funds are requested to replace cabinet heaters at the end of their useful life.

Doherty Middle School epoxy hallway CMU walls – Funds are requested to epoxy the glazed block walls in the hallway.

South Elementary School concrete and masonry repairs – Funds are requested to repair concrete and masonry as needed.

South Elementary School renovate teachers restroom – Funds are requested to renovate the restroom.

South Elementary stage flood lights – Funds are requested to replace the existing lighting fixtures and bulbs with newer, more efficient, LED technology.

West Elementary School building repairs – Funds are requested to fund ongoing repairs. Special attention needed for roofs.

West Middle School cafeteria floor replacement – Funds are requested to replace cracking VCT flooring.

West Middle School exterior masonry repointing – Funds are requested to repoint the exterior of WMS.

West Middle School flooring and stair tread replacement – Funds are requested to replace flooring and stair treads throughout the building.

West Middle School gymnasium install high velocity fans – Funds are requested to install high velocity fans in the gym.

Wood Hill / High Plain flooring replacement – Funds are requested to replace the carpeting in the High Plain Elementary Guidance area, 24 classroom reading areas at High Plain Elementary School and both libraries over two years.

Wood High/High Plain add expansion joints to floor – Funds are requested to add expansion joints to VCT flooring where cracking occurs.

Wood High/High Plain replace kitchen roll down door with solid door – Funds are requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

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Wood High/High Plain create additional parking – Funds are requested to create additional parking.

Cost Estimate: \$515,000

Town Manager's Recommendation:

The Town Manager supports the request for FY20 in the amount of \$426,600.

Fiscal Year	Dept. Request	Town Manager Recommend
2020	\$515,000	\$426,600
2021	\$400,000	\$400,000
2022	\$190,000	\$190,000
2023	\$260,000	\$260,000
2024	\$225,000	\$225,000

ANDOVER PUBLIC SCHOOLS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Major School Projects*

SCH-5

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$920,000
Original Dept. Request: \$920,000
Submitted by: Sheldon H. Berman, Ed.D./
 Janet Nicosia, Director
Department: School and Facilities Depts.
Funding Source: General Fund Borrowing

Project Description:

	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
Andover High Field House and Dunn Gym install high velocity fans		\$100,000				
Andover High Lovely Field bleachers install ADA ramp		\$75,000				
Andover High Media Center carpet replacement				\$75,000		
Andover High replace Café heating system				\$180,000		
Andover High Central Heating Plant upgrade					\$800,000	
Bancroft School design, then install additional parking		\$40,000	\$400,000			
Doherty Middle Veterans Memorial Auditorium design, then install air conditioning		\$50,000	\$300,000			
Doherty Middle Nurse's Office renovations			\$150,000			
Doherty Middle window replacements, Phase 1 & 2 (Green Repair-Phase 1 only)			\$350,000	\$300,000		
Doherty Middle replacement of six main air handlers in main building				\$300,000		
Doherty Middle replacement of all air handlers in gymnasium					\$300,000	
Sanborn Elementary roof replacement design		\$150,000				

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Sanborn Elementary air conditioning design, then construction			\$100,000	\$950,000		
Sanborn Elementary Main Office renovation			\$150,000			
Sanborn Elementary replacement/removal of modular classrooms				\$800,000		
Shawsheen Elementary elevator installation						\$1,500,000
South Elementary air conditioning design, then construction		\$100,000	\$950,000			
South Elementary Main Office renovation			\$150,000			
West Middle play area improvements		\$75,000				
West Middle auditorium renovations (lights, ceiling, floor, acoustics, stage curtains, A/C)			\$250,000			
West Middle Asbestos removal				\$75,000		
West Middle kitchen floor replacement				\$300,000		
Wood Hill/High Plain playgrounds renovation and surfacing replacement (K & 1-5)		\$30,000	\$130,000	\$130,000		
Wood Hill/High Plain AC in gymnasiums		\$300,000				
System-wide: Construct storage buildings at multiple schools				\$800,000	\$800,000	
Totals		\$920,000	\$2,930,000	\$3,910,000	\$1,900,000	\$1,500,000

Project Justification and Purpose:

Andover High School Field House and Dunn Gym High Velocity Fans – Funds are requested to install high velocity fans to make the gyms more comfortable.

Andover High School Lovely Field Accessible Ramp at Bleachers – Funds are requested to provide ADA compliant access to bleachers.

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Andover High School Media Center Carpet Replacement – Funds are requested to replace the carpeting in the Media Center.

Andover High School Replacement of Café Heating System – Funds will be requested to replace the current unit ventilators with a more efficient ceiling duct and window wash system.

Andover High School Central Heating Plant Upgrade – Replace boiler system.

Bancroft School Design, then Install Additional Parking – Funds are requested for FY2020 to design additional parking on the site. There is insufficient parking during school events, so parents and staff members park their vehicles on the grass and the basketball court. This is especially problematic during the winter months because of snow. Funds will be requested in FY2021 to construct the additional parking areas.

Doherty Middle School - Veterans Memorial Auditorium Air Conditioning – Funds are requested for design for air conditioning in the Memorial Auditorium.

Doherty Middle School Nurse's Office Renovations – Renovate Nurse's office to include new flooring and ADA compliant restroom.

Doherty Middle School Window Replacements – Replace classroom windows, phased over two years with possible partial funding through the MSBA Green Building Repair Grant Program.

Doherty Middle School Replacement of six main air handlers in the main building – Funds are requested to replace these units because they are original equipment from construction of the building.

Doherty Middle School replacement of all air handlers in gymnasium – Funds are requested to replace the current air handlers that service the gymnasium, which are 40 years old, with new energy efficient units. The existing air handlers have required an increasing amount of maintenance during the past few years.

Sanborn Elementary roof replacement – Funds are requested for a new roof design for the three pitched roof sections at Sanborn Elementary School. Funds will be requested in a future CIP to install the new roofing system.

Sanborn Elementary design, then construction for air conditioning – Engineering and architectural design for air conditioning the entire school. Construction will be scheduled for the following year.

Sanborn Elementary Main Office renovation – Renovate and reconfigure Main Office.

Sanborn Elementary School replacement/removal of the modular classrooms – The modular building was installed in the year 2000 as a temporary structure and has reached the end of its useful life. Funds are requested to erect two permanent classrooms.

Shawsheen Preschool installation of an elevator – Funds will be requested to install an elevator in Shawsheen Elementary School.

South Elementary design, then construction for air conditioning – Engineering and architectural design for air conditioning the entire school. Construction will be scheduled for the following year.

South Elementary Main Office renovation – Renovate and reconfigure Main Office.

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West Middle play area improvements – The play area at the rear of the school is deteriorating. Funds are requested for paving, fencing, wall repair and recoating of basketball courts.

West Middle auditorium renovations – Funds are requested to renovate the auditorium at West Elementary School, to include new lighting, ceilings, floor, stage curtains, improved acoustics, and air conditioning. The West Elementary auditorium is rented by outside groups for performances and recitals in addition to the use by the school population.

West Middle asbestos removal – Funds will be requested to continue the removal of window caulking and some of the flooring at West Middle School as part of our ongoing commitment of compliance with AHERA regulations.

West Middle kitchen floor replacement – Funds will be requested to replace the kitchen floor in the West Middle School kitchen. Drainage will need to be improved, including relocation of some drains and the addition of others. Due to new plumbing codes, existing drains and grease traps will need to be upgraded.

Wood High/High Plain playground surfacing replacement – Funds are requested for design to replace the pour-in-place rubber surfacing at all the Wood Hill Middle and High Plain Elementary school playgrounds.

System-wide: Construct storage buildings at multiple schools – Funds will be requested to construct storage buildings at seven of our school sites. Wood Hill/High Plain and Bancroft are the only schools that currently have storage buildings located on the campus. Wooden sheds and storage trailers, which are not climate controlled, are being used at the remaining schools and supplies have been damaged due to moisture.

Cost Estimate & Timing: \$920,000
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Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager supports this request for FY20.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$920,000	\$920,000
2021	\$2,930,000	\$2,930,000
2022	\$3,910,000	\$3,910,000
2023	\$1,900,000	\$1,900,000
2024	\$1,500,000	

ANDOVER PUBLIC SCHOOLS

TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: *Andover Schools Site Master Plan*

SCH-6

Department Priority Ranking: 1

Department Priority Ranking: 1
(1 = highest, 2 = next highest, etc.)

TM's Rec. for FY20: \$0
Original Dept. Request: \$2,200,000
Submitted by: Sheldon H. Berman, Ed.D./
Janet Nicosia, Director
Department: School and Facilities Depts.

Project Description:

A site improvement master plan was completed in early 2012 by Pare Corporation as a multi-phased master plan to update all the school sites to bring them up to current ADA compliance and to improve safety. Only two locations were funded.* This year's request is in an effort to continue the program as planned. The last project was completed in 2014 at Doherty Middle School. Four schools remain to be completed.

The program will improve site drainage, sidewalks, parking, curbing and roadways to meet current environmental regulations and ADA standards and to improve traffic flow.

Project Description:

	Priority	FY2020	FY2021	FY2022	FY2023	FY2024
Sanborn Elementary Site	1	\$2,200,000				
South Elementary Site			\$240,000	\$2,400,000		
Wood Hill/ High Plain Site				\$440,000	\$4,400,000	
Andover High School Site						\$7,000,000
Totals		\$2,200,000	\$240,000	\$2,840,000	\$4,400,000	\$7,000,000

Project Justification and Purpose:

Sanborn Elementary site improvement project – Funds are being requested to complete the construction portion of the Sanborn Elementary school site improvement project. This was identified in the school-wide master plan that was completed in 2012. The existing site has numerous deficiencies including, but not limited to, broken pavement, site drainage, curbing and walkways. Currently the site drains toward the building, which results in water flooding into the basement and crawl spaces. If not addressed this will cause air quality issues. Funds have been allocated to begin designing the West Elementary school site in FY16. Due to the possibility of the replacement of West Elementary, we are requesting that the funds be reallocated to design the Sanborn Elementary school site.

South Elementary design for site improvement project – Funds will be requested in FY21 to complete the design for the site renovation of the South Elementary school. This was identified in the school-wide master plan that was completed in 2012. Funds for construction of the site renovation will be requested in FY22. The existing sidewalk, driveways and parking lots have numerous deficiencies, including, but not limited to;

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broken pavement, curbing and walkways. A portion of this plan was completed in 2016, which included the addition of a rear driveway and resurfacing the playground. The site lacks adequate parking, both for everyday use as well as event parking. Additional parking at the site will be a part of this final phase of the project. All work at this site requires special permitting due to an endangered habitat on the property.

South Elementary site improvement project – Funds are being requested to complete the construction portion of the South Elementary school site improvement project, as described above.

Wood Hill/High Plain schools design for site improvement project – Funds are being requested in FY22 to complete the design portion of the site renovation at the Wood Hill and High Plain schools campus. This need was identified in the school-wide master plan that was completed in 2012. Funds for construction will be requested in FY23. The existing sidewalk, driveways and parking lots have numerous deficiencies, including, but not limited to; broken pavement, curbing and walkways. The constructions costs for this project will be included in the FY23 budget.

Wood Hill/High Plain schools site improvement project – Funds are being requested in FY23 to complete the construction portion of the Wood Hill/High Plain schools site improvement project as described above. Funding for the Design portion of the project is being requested for FY22.

Andover High School site improvement project – Site improvements funding will be requested in a future CIP if not incorporated into an Andover High School renovation project.

* The West Middle school was completed during the summer of 2013. The Doherty Middle school was completed during the summer of 2014.

Cost Estimate & Timing: \$2,200,000

Estimated Annual Operating or Maintenance Cost or Savings:

Town Manager's Recommendation:

The Town Manager does not support this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$2,200,000	\$0
2021	\$240,000	\$0
2022	\$2,840,000	\$0
2023	\$4,400,000	\$0
2024	\$7,000,000	\$0

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TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2020 – FY2024

PROJECT REQUEST: ***Multi-School Sprinkler and Fire Alarm Study***

SCH-9

Department Priority Ranking: 1
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY20: \$0
Original Dept. Request: \$80,000
Submitted by: Janet Nicosia, Director/
Michael Mansfield, Fire
Chief
Department: Facilities Department
Funding Source: General Fund Revenue

Project Description:

Funds are requested to study the current and/or lack of fire suppression and alarm systems in our schools.

Project Justification and Purpose:

Multi-School Sprinkler and Fire Alarm Study – Currently the West Middle, West Elementary, Doherty Middle and Shawsheen Elementary schools do not have sprinkler systems. Only a portion of Andover High School is currently protected by a sprinkler system; the additions and the sections that were renovated in 1995 have a fully functional sprinkler system. Many of the fire alarm systems in our buildings are antiquated and do not accept the newer alarm technology, nor can additional devices be added to them.

This study will:

- Evaluate all of the above mentioned school buildings
- Develop a comprehensive multi-year plan to begin addressing these life safety deficiencies
- Identify budgetary figures that may be required in future years to complete this capital project

Cost Estimate & Timing: \$80,000

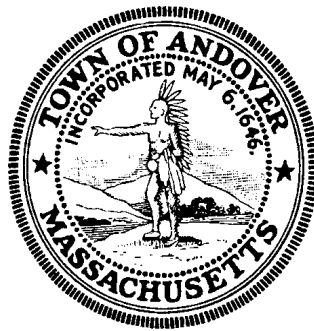
Town Manager's Recommendation:

The Town Manager does not support this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2020	\$80,000	\$0

ANDOVER PUBLIC SCHOOLS

SECTION 4



CIP BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

Town of Andover General By-laws

Miscellaneous - Article XII, § 34.

CAPITAL IMPROVEMENT PROGRAM. [AMENDED 4-2-1991, ART. 37]

- (a) Preparation and submission. The Town Manager annually shall prepare, with the assistance of the Town Planning Board, a five-year capital improvement program. At the request of the Town Manager, all town boards, committees, commissions and other agencies of the town shall submit to the Manager, in such form and according to such schedule of time as the Manager may require, detailed statements of capital improvements requested for their respective boards, committees, commissions and agencies during the next five fiscal years. The Manager shall submit the five-year capital improvement program to the Board of Selectmen at least three months prior to the final date for submission of the annual budget as prescribed by Town Bylaw. Concurrently, copies of the capital improvement program shall also be transmitted to the Finance Committee and School Committee. The capital improvement program shall include:
- (1) A clear general summary of its contents;
 - (2) A list of all capital improvements which are proposed to be undertaken during the five fiscal years ensuing, with appropriate supporting information as to the necessity for such improvements;
 - (3) Cost estimates, method of financing and recommended time schedules for each such improvement; and
 - (4) The estimated annual cost of operating and maintaining any facilities to be constructed or acquired.

The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

- (b) Action on capital improvement program:
- (1) Notice and hearing. The Board of Selectmen shall cause to be published in one or more newspapers of general circulation in the town the general summary of the capital improvement program and a notice stating: (a) the times and places where copies of the capital improvement program are available for inspection; and (b) the time and place, not less than two weeks after such publication, for a public hearing on the capital improvement program.
 - (2) (Meeting with Finance Committee.) After the public hearing but at least 10 days before adoption of the capital improvement program, the Board of Selectmen shall meet and confer with the Finance Committee concerning the program.

Adoption. The Board of Selectmen by resolution shall adopt the capital improvement program with or without amendment after the public hearing and after conferring with the Finance Committee, at least one month before the required date for submission of the annual budget by the Town Manager.

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

1. All current operating expenditures will be paid for with current operating revenues. The purpose of this policy is to maintain a financially sound operating position for the town by promoting Andover's ability to 1) balance its budget on a current basis, 2) maintain reserves for emergencies, and 3) have sufficient liquidity to pay bills on time to avoid short-term borrowing costs. The town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues or rolling over short-term debt.
2. The combined balance of Free Cash and Stabilization Fund should be maintained at 3%-7% of general fund operating revenues.
 - a. The Town will endeavor to maintain a certified Free Cash balance equal to 3% - 7% of general fund. The Free Cash balance is an important indicator of whether a town is living within its means. A declining balance means that the town is spending more on an annual basis than it is collecting in revenues. Andover's goal is to maintain its Free Cash balance at 3% - 7% as a reserve which can be tapped in case of emergency and to provide enough cash in the bank to meet payrolls and pay the bills without having to borrow in anticipation of taxes. Together with the Stabilization Fund the 3-7% goal is a widely accepted measure of good financial standing and a factor in Andover's bond rating.

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, emergency or other unanticipated expenditures, non-recurring capital expenditures and uneven cash flow. A constant decline or a low level of Free Cash indicates a problem in meeting current expenditures and revenue targets, subsidizing the current operating budget, or utilizing reserves for purposes not planned. A sudden decline in free cash may be temporary or related to planned purposes.
 - b. The Town will endeavor to maintain a Stabilization Fund. Funds held in Stabilization may be appropriated for one-time capital expenses only. The Town may appropriate monies into the Stabilization Fund over two or more years for a specific planned capital project in order to avoid borrowing costs.
3. Free Cash in excess of goal should be used for non-recurring or emergency expenditures or appropriated to a stabilization fund for future capital projects and equipment purchases. This goal, combined with Policy 2, will provide a strategy to avoid creating future operating deficits by over reliance on Free Cash to subsidize the operating budget. The policy should allow, once a reasonable level of Free Cash is attained, for a contingency reserve (either appropriated or unappropriated) to be used for expenditures of a non-recurring nature, capital and equipment purchases, or unexpected, nonrecurring small increases in public service costs.

Fiscal Year	Certified Free Cash Going into Town Meeting	Free Cash as % of Budget	Amount Spent by Town Meeting	Amount Remaining after Town Meeting
2008	2,333,996	1.9%	1,763,147	570,849
2009	2,221,828	1.8%	334,000	1,887,828
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.3%	4,821,083	940,182
2016	4,843,241	2.9%	3,793,000	1,050,241
2017	5,062,537	2.9%	1,825,000	3,237,537
2018	8,912,647	4.9%	2,714,000	6,198,647

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

4. Annual budget should include a Capital Projects Fund from current dollars to maintain an equipment replacement and facilities maintenance schedule equal to 2% of General Fund Operating Budget. Much of the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.
5. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund. This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in the community.
6. Fees and user charges should be reviewed annually in relation to the costs of providing the service. As State and Federal assistance has declined and/or been eliminated, the Town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.
7. When positions are funded with grants or user fees, the budget for the use of those revenues should include a transfer to the General Fund to cover employee health insurance costs.

B. FISCAL POLICIES - WATER & SEWER

1. Rates and fees for water and sewer funds should be set at a level to provide for self-supporting operations. The water and sewer funds should be reviewed annually to project revenues and expenditures for the next fiscal year, estimates of current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project the impact on water or sewer rates. Any water or sewer costs not supported by user revenues or betterments would place a requirement on the General Fund for financial support.
2. Betterments will be assessed for water and sewer extensions. In line with Policy 1, water and sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for water and sewer.
3. Water and sewer main replacements should be scheduled so as to avoid major increases in water and sewer rates. The current water and sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Depreciation is not funded, therefore, a carefully designed replacement plan is necessary to ensure a rate structure adequate to pay all costs including proposed new long-term debt.
4. Water and sewer debt service should not exceed 40% of water and sewer operating revenues. Water and sewer capital plan should attempt to invest in the town's water and sewer system at a rate that does not place dramatic increases on the ratepayer. One method for accomplishing this objective is to relate debt service to operating revenues at the 1994 fiscal year base level. This practice would allow increased investment in the Town's enterprises but in proportion to revenue increases.

C. CAPITAL PLANNING POLICIES

1. General

CAPITAL PROJECT/ITEM: An expenditure of \$15,000 or more with a useful life greater than one year for one of the following purposes:

- Acquisition of land;
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.;
- Acquisition of large capital items including vehicles, technology, communication equipment, etc;
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting, carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs;
- Planning, feasibility, engineering or design studies related to a capital project.

CRITERIA FOR SETTING PRIORITIES:

- **Highest priority** – Projects/items essential to protecting the health/safety of the public, employees and school children; Projects essential to protecting public and private property.
- **Second highest priority** – Projects/items without which an existing or critically needed service cannot be properly delivered in terms of quality or dependability.
- **Third highest priority** – Projects/items that produce a cost savings to the Town by reducing future replacement or operating costs; Projects that are responsive to the desires of a significant segment of the

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

community.

FUNDING SOURCES:

- Borrowing – Projects/items of \$25,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support Borrowing are:
 - General Fund – Within Proposition 2½;
 - Sewer Enterprise Fund and Water Enterprise Fund;
 - General Fund – With Debt Exclusion Vote.
 - Pay-As-You-Go (PAYGO) – Projects/items of \$15,000 or more with a useful life of at least 5 years may be considered for PAYGO funding. The sources of Pay-As-You-Go funds are:
 - Capital Project Fund supported by General Fund Revenues;
 - Water and Sewer Reserves, Cemetery Receipts, Parking Receipts, Field Rental Receipts; and Cable Franchise Fee Receipts;
 - General Fund Capital Outlay Exclusion;
 - Free Cash warrant articles.
 - Departmental Operating Budget – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
 - General Fund
 - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
 - Departmental revolving receipts
2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended. Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.
 3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
 - a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
 - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.
 - c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
 - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
 4. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.

D. DEBT MANAGEMENT POLICIES

1. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.) When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.
3. General Fund debt service will not exceed 10% of General Fund revenues. The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10%

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.

4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years. Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.

Debt Service Fund

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

SECTION 5



FINANCIAL DATA

FINANCIAL DATA

Three Year Capital History

	FY2017	FY2018	FY2019	Grand Total	Funding Source
COMMUNITY SERVICES	\$50,000	\$212,214	\$195,000	\$457,214	
Pomps Pond Improvements	\$50,000			\$50,000	Taxation
Rec Park Improvements				\$0	Taxation
Skatepark Safety Update				\$0	Taxation
Center at Punchard Feasibility Study/Design		\$40,000		\$40,000	Taxation
Center at Punchard Design Services			\$160,000	\$160,000	Borrow
Phillips Auditorium Tables and Chairs		\$32,214		\$32,214	Taxation
Design Services for The Park, Playstead and Mun Complex		\$75,000		\$75,000	Taxation
Rec Park/Pomps Pond Security Monitoring System		\$65,000		\$65,000	Cable
Design Services for Rec Park/Pomps Pond Master Plan			\$35,000	\$35,000	Taxation
FINANCE	\$35,000	\$35,000	\$15,000	\$85,000	
MUNIS Financial Software Improvements	\$35,000	\$35,000	\$15,000	\$85,000	Taxation
TOWN CLERK	\$37,000	\$30,000		\$67,000	
Election Ballot Tabulators				\$0	Taxation
Election Voting Booths	\$37,000			\$37,000	Taxation
Vault Shelving		\$30,000		\$30,000	Taxation
TOWN MANAGER	\$3,350,000	\$18,090,000	\$100,000	\$21,540,000	
New Deymond Fields Lighting	\$200,000			\$200,000	Free Cash
Purchase 5 Campanelli Drive	\$2,250,000			\$2,250,000	Free Cash
Town Yard/Municipal Facilities Design	\$900,000			\$900,000	Taxation
Town Offices Customer Service Bldg Improvement Study		\$40,000		\$40,000	Taxation
Town Yard Site Evaluation		\$50,000		\$50,000	Taxation
Ballardvale Fire Station Design		\$300,000		\$300,000	Free Cash
High Plain/WoodHill Accessibility		\$200,000		\$200,000	Free Cash
Municipal Services Facility		\$17,500,000		\$17,500,000	Borrow
Downtown Improvements-Public Amenities			\$100,000	\$100,000	Free Cash
COMMUNITY DEVELOPMENT & PLANNING		\$12,000	\$172,000	\$184,000	
Conservation Land Management		\$12,000	\$12,000	\$24,000	Taxation
Record Scanning Project			\$30,000	\$30,000	Taxation
HMD Feasibility Study			\$50,000	\$50,000	Taxation
Health Inspection Software			\$25,000	\$25,000	Taxation
Merrimack River Access Feasibility and Design			\$25,000	\$25,000	Taxation
Dale Street Shawsheen River Access			\$15,000	\$15,000	Taxation
Castle Heights ADA accessible Area			\$15,000	\$15,000	Taxation
LIBRARY	\$25,000	\$0		\$25,000	
Interior Library Renovations	\$25,000			\$25,000	Taxation
INFORMATION TECHNOLOGY	\$1,025,000	\$1,102,018	\$850,000	\$2,977,018	
Annual Student PC Replacement/Lease Program	\$275,000		\$200,000	\$475,000	Cable
Annual Staff PC Replacement/Lease Program		\$442,018	\$300,000	\$742,018	Taxation
Virtual Desktop Deployment				\$0	Borrow
GIS Update				\$0	Taxation
Digital Records Pilot				\$0	Taxation
Safety & Security Communications Enhancements		\$300,000		\$300,000	Borrow
Power Infrastructure Refresh	\$120,000			\$120,000	Taxation
Performance Measurement/Business Intelligence Pilot	\$30,000			\$30,000	Taxation
1:1 Learning Initiative	\$400,000			\$400,000	Free Cash
Elementary School Projector Refresh	\$200,000			\$200,000	Free Cash
Website Development Phase 2		\$10,000		\$10,000	Taxation
BOS and SC Meeting Room Upgrades		\$50,000		\$50,000	Cable
Redundant Cable		\$300,000		\$300,000	Cable
IT Platform and Infrastructure			\$350,000	\$350,000	Borrow
POLICE	\$195,000	\$293,500	\$250,077	\$738,577	
Vehicle Replacement	\$195,000	\$195,000	\$195,000	\$585,000	Taxation
Purchase Equipment				\$0	Taxation
Public Safety Center Camera Replacement				\$0	Taxation
Police Firearms/DT Scenario Trainer		\$78,500		\$78,500	Taxation
Roadside Message Board		\$20,000		\$20,000	Taxation
Police Mobile Computer Hardware			\$55,077	\$55,077	Taxation
PARKING		\$123,000	\$75,000	\$198,000	
Parking Management Plan				\$0	Parking
Parking Meter Replacement				\$0	Parking
Parking Enforcement Vehicle				\$0	Parking
Parking Study Implementation		\$123,000	\$75,000	\$198,000	Parking
FIRE	\$595,000	\$333,500	\$1,314,000	\$2,242,500	
Vehicle Replacement		\$53,000		\$53,000	Taxation
Central Station Floor Sealing				\$0	Taxation
Fire Vehicle Mobile Workstations				\$0	Taxation
EMS Call Box for Blanchard Ballfields				\$0	Taxation
Public Safety Communications Upgrade				\$0	Free Cash
EMS Call Box for Shawsheen Fields	\$20,000			\$20,000	Taxation
Fire Apparatus Replacement	\$575,000	\$270,000	\$1,100,000	\$1,945,000	Borrow
EMS Call Box for Pomps Pond		\$10,500		\$10,500	Taxation
Fire Alarm Receivers			\$84,000	\$84,000	Taxation
Bi-Directional Amplifier System			\$130,000	\$130,000	Taxation

FINANCIAL DATA

Three Year Capital History

	FY2017	FY2018	FY2019	Grand Total	Funding Source
PUBLIC WORKS	\$2,044,000	\$2,916,288	\$2,567,729	\$7,528,017	
Major Annual Road Maintenance	\$1,389,000	\$1,376,288	\$1,364,729	\$4,130,017	Chapter 90
Minor Sidewalk Repairs	\$100,000	\$100,000	\$200,000	\$400,000	Taxation
Town Yard/Municipal Facilities Consulting/Planning				\$0	Taxation
Highway Vehicles - Small	\$100,000	\$215,000	\$128,000	\$443,000	Taxation
Highway Vehicles - Large	\$350,000	\$450,000	\$555,000	\$1,355,000	Borrow/Free Cash
New Sidewalk Construction				\$0	Taxation/Borrow
Minor Storm Drain Improvements			\$300,000	\$300,000	Borrow
Sidewalk Construction - River St				\$0	Borrow - Private
Drainage Infrastructure Inspection	\$50,000			\$50,000	Taxation
Athletic Fields Needs Analysis	\$35,000			\$35,000	Taxation
Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$60,000	Taxation
Storm Water Management		\$100,000		\$100,000	Taxation
Enmore Street Reconstruction		\$655,000		\$655,000	Borrow
WATER/SEWER ENTERPRISE	\$3,313,000	\$5,375,000	\$8,805,000	\$17,493,000	
Water/Sewer Vehicles	\$33,000	\$100,000	\$195,000	\$328,000	Reserves
Water/Sewer Rate Study				\$0	Reserves
Fire Hydrant Infrastructure Maintenance				\$0	Borrow
Hydrant Replacement Program		\$100,000	\$100,000	\$200,000	Reserves
Sewer Master Plan				\$0	Reserves
Major Water Main Replacement	\$1,000,000	\$3,000,000	\$3,000,000	\$7,000,000	Borrow
Major Water Main Replacement	\$500,000			\$500,000	Reserves
Water Treatment Plant GAC Replacement	\$250,000			\$250,000	Reserves
Water Storage Tank Rehabilitation	\$1,450,000			\$1,450,000	Borrow
Water Treatment Plant Window Replacement	\$80,000			\$80,000	Reserves
WTP Electrical Substation Replacement		\$500,000	\$5,000,000	\$5,500,000	Borrow
Bancroft High Lift Pumps		\$750,000		\$750,000	Borrow
Minor Sanitary Sewer Collection System Improvements		\$50,000	\$50,000	\$100,000	Reserves
Enmore Street Reconstruction		\$50,000		\$50,000	Reserves
Enmore Street Reconstruction		\$525,000		\$525,000	Re-Purpose Borrow
WTP New Heating System		\$300,000		\$300,000	Borrow
Date Street Pumping Station Replacement			\$360,000	\$360,000	Borrow
Inflow/Infiltration Removal Program			\$100,000	\$100,000	Reserves
PLANT & FACILITIES	\$1,625,000	\$1,365,000	\$2,231,000	\$5,221,000	
Town Projects - Building	\$275,000	\$275,000	\$360,000	\$910,000	Taxation
Town Projects - Mechanical & Electrical	\$170,000	\$170,000	\$280,000	\$620,000	Taxation
Town Vehicle Replacement		\$105,000	\$51,000	\$156,000	Taxation
Major Town Projects	\$700,000	\$320,000	\$775,000	\$1,795,000	Borrow
Town & School Energy Initiatives	\$400,000	\$420,000	\$565,000	\$1,385,000	Borrow/Free Cash
Ballardvale Fire Station Land Purchase				\$0	Free Cash
Ballardvale Fire Station Addition				\$0	Free Cash
Town Playground Replacements				\$0	Borrow
Town Playground Replacements		\$75,000	\$200,000	\$275,000	Taxation
Spring Grove Cemetery Maintenance				\$0	Perp Care/Taxation
Athletic Field Maintenance				\$0	Fields Revolving
Time Keeping System - Town & School	\$80,000			\$80,000	Taxation
SCHOOL	\$4,198,000	\$3,040,643	\$2,962,000	\$10,200,643	
School Projects - All Schools	\$575,000	\$622,611	\$585,000	\$1,782,611	Taxation
School - Projects by Building	\$478,000	\$60,000	\$455,000	\$993,000	Taxation
Textbooks	\$67,000	\$379,500		\$446,500	Taxation
Student Mobile Carts				\$0	Taxation
AHS Schematic Design				\$0	Borrow
Major School Projects	\$500,000	\$770,000	\$722,000	\$1,992,000	Borrow
School Site Improvement Plan				\$0	Borrow
AHS Library/Media Center Renovations				\$0	Borrow
School Vehicle	\$78,000			\$78,000	Taxation
Collins Center Façade Replacement	\$2,000,000			\$2,000,000	Borrow
Lovely Field Turf Replacement	\$500,000			\$500,000	Borrow
Student Fleet Refresh		\$233,532		\$233,532	Taxation
Elementary School Projector Refresh		\$200,000		\$200,000	Taxation
High Plain/Woodhill Air Condition Upgrade		\$775,000		\$775,000	Borrow
West Elementary Feasibility Study			\$1,200,000	\$1,200,000	Free Cash
Grand Total	\$16,492,000	\$32,928,163	\$19,536,806	\$68,956,969	

FINANCIAL DATA

Five Year Financial Plan

	FY 2019	Dollar Change	Percent Change	FY 2020	Dollar Change	Percent Change	FY 2021	Dollar Change	Percent Change
REVENUE									
Property Taxes									
Prior Year Levy	136,417,582	5,708,210	4.37%	142,057,773	5,640,192	4.13%	148,128,490	6,070,717	4.27%
2 1/2% Increase	3,410,440	142,705	4.37%	3,551,444	141,005	4.13%	3,703,212	151,768	4.27%
New Growth	2,229,752	(210,724)	-8.63%	2,519,273	289,521	12.98%	2,519,273	0	0.00%
Unused Excess Levy Capacity	(558,254)	547,621	-49.52%	(300,000)	258,254	-46.26%	(300,000)	0	0.00%
Exempt Debt Service	3,902,896	(137,955)	-3.41%	3,782,989	(119,907)	-3.07%	3,530,110	(252,879)	-6.68%
Total Property Taxes	145,402,415	6,049,858	4.34%	151,611,479	6,209,064	4.27%	157,581,086	5,969,606	3.94%
State Aid	12,830,454	623,077	5.10%	13,086,553	256,099	2.00%	13,340,394	253,841	1.94%
Local Receipts	12,250,042	757,742	6.59%	12,259,592	9,550	0.08%	12,269,381	9,789	0.08%
Free Cash for CIP & Articles	2,714,000	889,000	0.00%	3,000,000	286,000	0.00%	-	(3,000,000)	0.00%
Other Revenues - Indirects, Cable, Bond Prem	2,068,088	14,602	0.71%	2,151,641	83,553	4.04%	2,162,092	10,451	0.49%
TOTAL REVENUES	175,264,999	8,334,279	4.99%	182,109,265	6,844,266	3.91%	185,352,953	3,243,687	1.78%
APPROPRIATIONS - Debt/Obligations/Capital									
Capital & Debt Service									
Non-Exempt Debt Service	6,139,679	675,718	12.37%	6,546,640	406,961	6.63%	7,677,718	1,131,078	17.28%
Exempt Debt Service	3,981,010	(144,332)	-3.50%	3,859,110	(121,900)	-3.06%	3,601,449	(257,661)	-6.68%
Cash Capital Outlay	3,265,077	(413,798)	-11.25%	3,963,698	698,621	21.40%	5,698,077	1,734,379	43.76%
Total General Fund Capital	13,385,766	117,588	0.89%	14,369,448	983,682	7.35%	16,977,244	2,607,796	18.15%
Obligations - Fixed Costs									
Retirement	10,371,337	942,849	10.00%	11,110,355	739,018	7.13%	11,910,301	799,946	7.20%
Insurance/Workers Comp	967,703	66,298	7.35%	1,064,473	96,770	10.00%	1,170,921	106,447	10.00%
Unemployment Compensation	160,000	0	0.00%	160,000	0	0.00%	160,000	0	0.00%
Health Insurance	21,592,695	1,702,757	8.56%	23,320,110	1,727,416	8.00%	25,185,719	1,865,609	8.00%
Less: Retiree Savings To OPEB	(769,703)			(906,194)			(951,054)		
Less: New Employee Contribution Split	(160,917)			(339,108)			(595,703)		
Total Health Insurance	20,662,075	1,405,075	7.30%	22,074,808	1,412,734	6.84%	23,638,962	1,564,154	7.09%
OPEB	1,416,888			1,569,559			1,631,003		
OPEB Original	647,185	15,785	2.50%	663,365	16,180	2.50%	679,949	16,584	2.50%
OPEB Additional Retiree Savings	769,703	136,765	21.61%	906,194	136,491	17.73%	951,054	44,860	4.95%
Total General Fund Obligations	46,963,769	2,684,360	6.06%	50,348,643	3,384,875	7.21%	55,488,431	4,397,600	8.73%
State Assessments	836,811	258,069	44.59%	857,731	20,920	2.50%	879,175	21,443	2.50%
Offset Aid - Assistance to Libraries	46,474	644.00	1.41%	46,474	-	0.00%	46,474	-	0.00%
Technical School Assessment	628,300	18,300	3.00%	647,149	18,849	3.00%	666,563	19,414	3.00%
Overlay Reserve	862,541	271,075	45.83%	1,200,000	337,459	39.12%	900,000	(300,000)	-25.00%
Warrant Articles - From Taxation	117,000	86,000	277.42%	29,000	(88,000)	-75.21%	29,000	-	0.00%
Warrant Articles - From Free Cash	2,714,000	889,000	0.00%	3,000,000	286,000	0.00%	-	(3,000,000)	0.00%
Other - Court Judgements & Deficits	0	0	100.00%	150,000	150,000	#DIV/0!	150,000	-	0.00%
Total Debt/Obligations/Capital	52,168,895	4,207,448	8.77%	56,278,998	4,110,103	7.88%	58,159,643	1,138,458	2.02%
APPROPRIATIONS - Town & School Operations									
Town	40,585,445	953,340	2.41%	41,600,081	1,014,636	2.50%	42,640,083	1,040,002	2.50%
School	82,510,658	3,173,487	4.00%	85,398,531	2,887,873	3.50%	88,387,480	2,988,949	3.50%
Total Appropriations for Operations	123,096,104	4,126,827	3.47%	126,998,612	3,902,509	3.17%	131,027,563	4,028,951	3.17%
TOTAL APPROPRIATIONS	175,264,999	8,334,278	4.99%	183,277,610	8,012,611	4.57%	189,187,206	5,167,408	2.82%
BALANCE	(0)			(1,168,344)			(3,834,253)		

FINANCIAL DATA

FY 2022	Dollar Change	Percent Change	FY 2023	Dollar Change	Percent Change	FY 2024	Dollar Change	Percent Change	FY 2023
154,350,976	6,222,485	4.20%	160,729,023	6,378,047	4.13%	167,266,522	6,537,499	4.07%	0
3,858,774	155,562	4.20%	4,018,226	159,451	4.13%	4,181,663	163,437	4.07%	0
2,519,273	0	0.00%	2,519,273	-	0.00%	2,519,273	-	0.00%	0
(300,000)	0	0.00%	(300,000)	-	0.00%	(300,000)	-	0.00%	0
3,003,961	(526,149)	-14.90%	2,681,726	(322,235)	-10.73%	2,292,609	(389,117)	-14.51%	0
163,432,984	5,851,898	3.71%	169,648,248	6,215,264	3.80%	175,960,067	6,311,819	3.72%	0
13,599,312	258,918	1.94%	13,863,409	264,096	1.94%	14,132,787	269,378	1.94%	0
12,279,414	10,033	0.08%	12,289,699	10,284	0.08%	12,300,240	10,541	0.09%	0
-	0	0.00%	-	-	-	-	-	-	-
2,154,315	(7,777)	-0.36%	2,093,532	(4,247,847)	197.18%	2,156,820	(4,250,352)	203.02%	0
191,466,026	6,113,073	3.30%	197,894,887	2,241,797	1.17%	204,549,914	2,341,387	1.18%	0
8,357,771	680,053	8.86%	8,681,252	323,481	3.87%	9,133,114	451,862	5.21%	0
3,068,924	(532,525)	-14.79%	2,740,312	(328,612)	-10.71%	2,344,818	(395,494)	-14.43%	0
4,321,018	(1,377,059)	-24.17%	3,381,789	(939,229)	-21.74%	3,420,528	38,739	1.15%	0
15,747,713	(1,229,531)	-7.24%	14,803,353	(944,360)	-6.00%	14,898,460	95,107	0.64%	0
12,771,561	861,260	7.23%	13,694,754	923,193	7.23%	14,680,776	986,022	7.20%	0
1,288,013	117,092	10.00%	1,416,814	128,801	10.00%	1,558,495	141,681	10.00%	0
160,000	0	0.00%	160,000	-	0.00%	160,000	-	0.00%	0
27,200,577	2,014,858	8.00%	29,376,623	2,176,046	8.00%	31,726,753	2,350,130	8.00%	0
(999,079)			(1,039,042)			(1,080,604)			
(942,106)			(1,391,044)			(1,418,865)			
25,259,392	1,620,430	6.85%	26,946,537	1,687,145	6.68%	29,227,284	2,280,747	8.46%	39.93%
1,696,026			1,753,413			1,812,834			
696,947	16,999	2.50%	714,371	17,424	2.50%	732,230	17,859	2.50%	13.14%
999,079	48,025	5.05%	1,039,042	39,963	4.00%	1,080,604	41,562	4.00%	64.16%
56,922,705	4,678,663	8.43%	58,774,871	4,972,572	8.74%	62,337,849	5,818,001	9.90%	32.74%
901,154	21,979	2.50%	923,683	22,529	2.50%	946,775	23,092	2.50%	59.60%
46,474	-	0.00%	46,474	-	-	46,474	-	-	1.41%
686,560	19,997	3.00%	707,157	20,597	3.00%	728,372	21,215	3.00%	15.93%
900,000	-	0.00%	900,000	-	0.00%	900,000	-	0.00%	52.16%
29,000	-	0.00%	29,000	-	0.00%	29,000	-	0.00%	
-	-	0.00%	-	-	0.00%	-	-	0.00%	
150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%	
59,635,893	4,720,639	8.12%	61,531,185	5,015,698	8.41%	65,138,470	5,862,308	9.53%	28.29%
43,706,085	1,066,002	2.50%	44,798,737	1,092,652	2.50%	45,918,706	1,119,968	2.50%	13.04%
91,481,041	3,093,562	3.50%	94,682,878	3,201,836	3.50%	97,996,779	3,313,901	3.50%	19.34%
135,187,127	4,159,564	3.17%	139,481,615	4,294,489	3.18%	143,915,484	4,433,869	3.18%	
194,823,020	8,880,203	4.69%	201,012,800	6,189,780	3.18%	209,053,954	8,041,155	4.00%	
(3,356,994)			(3,117,913)			(4,504,040)			

FINANCIAL DATA

REVENUE AND EXPENDITURE PROJECTIONS					
	10/15/18	10/31/2018			
	FY2019 PROJECTION	FY2020 PROJECTION	FY2021 PROJECTION	FY2022 PROJECTION	FY2023 PROJECTION
					FY2024 PROJECTION
PROPERTY TAXES					
Pro-year Tax Levy Limit	136,417,582	142,027,773	148,128,490	154,350,976	167,266,522
Annual Increase	3,410,440	3,551,444	3,703,212	3,638,774	4,181,663
Certified New Growth	2,259,752	2,519,273	2,519,273	2,519,273	2,519,273
Unused Tax Levy Capacity	(538,254)	(300,000)	(300,000)	(300,000)	(300,000)
TOTAL	141,499,519	147,828,490	154,050,976	160,429,023	173,667,458
ADDITIONAL PROP 2 1/2 PROPERTY TAXES					
Debt Service Exclusion (Existing)	3,981,010	3,899,110	3,601,449	3,068,924	2,344,818
Debt Service Exclusion estimate (To be borrowed)	-	-	-	-	-
Less Premium Adjustment	(78,114)	(76,121)	(71,329)	(64,963)	(52,209)
TOTAL	3,902,896	3,792,989	3,530,110	3,003,961	2,292,609
STATE AID					
Chapter 70 Education Aid	10,595,662	10,807,575	11,023,727	11,244,201	11,469,085
Charter Tuition/Capital Assessment Reimbursement	43,378	43,378	43,378	43,378	43,378
Reserve for Direct Expenditures (C/S Offsets)	46,474	46,474	46,474	46,474	46,474
Veterans Benefits	49,780	57,015	57,015	57,015	57,015
Vet. Blind Surv Spouse Exempt	39,662	39,662	39,662	39,662	39,662
State Owned Land	207,959	207,959	207,959	207,959	207,959
General Municipal Aid	1,847,539	1,884,490	1,922,180	1,960,623	2,039,832
TOTAL	12,830,454	13,086,553	13,340,394	13,599,312	14,132,787
GENERAL LOCAL REVENUES					
Motor Vehicle Excise	5,309,811	5,309,811	5,309,811	5,309,811	5,309,811
Licenses/Permits	2,732,111	2,732,111	2,732,111	2,732,111	2,732,111
Penalties/Interest	426,345	426,345	426,345	426,345	426,345
Fines	339,848	339,848	339,848	339,848	339,848
General Government	292,378	292,378	292,378	292,378	292,378
Fees	82,813	82,813	82,813	82,813	82,813
Investment Income	81,252	81,252	81,252	81,252	81,252
Meals Tax	550,528	550,528	550,528	550,528	550,528
Hotel/Motel Excise	1,699,677	1,699,677	1,699,677	1,699,677	1,699,677
Medicaid Reimbursement	353,279	353,279	353,279	353,279	353,279
Library	-	-	-	-	-
Miscellaneous PILOTS	382,000	391,550	401,339	411,372	421,657
TOTAL	12,250,042	12,259,592	12,279,414	12,289,699	12,300,240
OFFSET LOCAL REVENUES					
Community Services	583,510	583,510	583,510	583,510	583,510
Elder Services	106,000	106,000	106,000	106,000	106,000
Municipal Facilities	80,000	80,000	80,000	80,000	80,000
Spring Grove Cemetery	60,000	60,000	60,000	60,000	60,000
Police Off-Duty Fee	90,000	90,000	90,000	90,000	90,000
Ambulance	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
TOTAL	2,219,510	2,219,510	2,219,510	2,219,510	2,219,510
ENTERPRISE FUNDS					
Water and Sewer Rates and Operating Reserves	14,556,160	15,083,739	15,580,307	16,034,187	16,404,096
TOTAL	14,556,160	15,083,739	15,580,307	16,034,187	16,404,096
OTHER AVAILABLE FUNDS- BUDGET					
Off-Street Parking Fund (Opening Budget)	138,883	140,000	140,000	140,000	140,000
Cable - Technology P&I	239,637	235,850	189,000	122,000	-
Cemetery Perpetual Care	6,000	6,000	6,000	6,000	6,000
Andover Youth Foundation	30,000	30,000	30,000	30,000	30,000
CD&P Wetland fees	25,000	25,000	25,000	25,000	25,000
TOTAL	439,520	436,850	390,000	323,000	201,000
OTHER AVAILABLE FUNDS- ARTICLES					
Cable IT	200,000	372,870	300,000	300,000	300,000
Cable Operating	692,539	-	-	-	-
Water/Sewer Reserves and Articles	445,000	885,000	875,000	375,000	375,000
Water/Sewer Reserves, Operating	49,304	85,941	808,906	954,571	2,392,162
Overday Surplus	32,000	-	-	-	-
Parking Funds	75,000	40,000	-	-	-
Elder Service Stabilization Transfer	12,000	-	-	-	-
Bond Premium Stabilization	100,000	100,000	100,000	100,000	100,000
TOTAL	1,605,843	1,463,811	2,083,906	1,729,571	3,727,162
FREE CASH					
Capital Projects Articles	2,714,000	3,000,000	-	-	-
TOTAL	2,714,000	3,000,000	-	-	-
* GRAND TOTAL REVENUES *	192,017,944	199,181,534	203,464,584	209,617,979	224,944,862
INCREASE/OVER PRIOR YEAR	4.50%	3.70%	2.20%	3.00%	3.60%

FINANCIAL DATA

REVENUE AND EXPENDITURE PROJECTIONS	10/15/18	FY2019 PROJECTION	FY2020 PROJECTION	FY2021 PROJECTION	FY2022 PROJECTION	FY2023 PROJECTION	FY2024 PROJECTION	FY20 ASSUMPTIONS
OBLIGATIONS								
Retirement	10,371,337	11,110,355	11,910,301	12,771,561	13,694,754	14,680,776	15,728,818	ARB 1/18 Funded 2025 7.2% Increase Per Year less est AHA
Insurance/Workers Comp	967,703	1,064,473	1,170,921	1,288,013	1,416,614	1,556,495	1,708,776	Increase 10%
Unemployment Compensation	160,000	160,000	160,000	160,000	160,000	160,000	160,000	Increase 0% FY20 - FY24
Health Insurance	21,592,695	23,320,110	25,185,719	27,200,577	29,376,625	31,726,753	34,273,881	Increase 8%
Health Insurance Savings Offset to OPEB	(769,703)	(906,194)	(951,054)	(999,079)	(1,039,042)	(1,080,604)	(1,123,666)	Retiree Savings to OPEB Contribution Change
Health Insurance Savings New Employee Contributions	(160,917)	(339,108)	(595,103)	(942,106)	(1,391,044)	(1,946,775)	(2,613,506)	EFF 7/1/17 Emp 30% Town 70% HMO Plans 20 New per Yr
Other State Assessments	836,811	857,731	879,175	901,154	923,683	946,775	970,506	Final Cherry Sheet/Increase 2.5%
Overly	862,541	1,200,000	900,000	900,000	900,000	900,000	900,000	Reval Year 2020
OPEB Original	647,185	663,365	679,949	696,947	714,371	732,230	750,000	Increase 2.5%
OPEB Additional Retiree Savings	769,703	906,194	951,054	999,079	1,039,042	1,080,604	1,123,666	Per OPEB Funding Schedule
Technical Schools	628,300	647,149	666,563	686,560	707,157	728,372	749,629	Increase 3%
Water and Sewer Operating Budget	8,428,801	8,752,222	8,968,842	9,228,148	9,476,334	9,731,598	9,986,862	Per TM Projection/OPEB Est Retirement Included
Reserve for Debit Expenditures	46,474	46,474	46,474	46,474	46,474	46,474	46,474	Cherry sheet offsets
Other Local Expenditures (Deficits to be Raised)	-	150,000	150,000	150,000	150,000	150,000	150,000	Overlay/court judgments/deficits to be raised
TOTAL	44,580,930	47,632,772	50,140,241	53,087,328	56,175,166	59,942,608	63,810,286	
DEBT SERVICE								
Existing Non-Exempt General Fund Debt	4,525,684	5,007,174	4,743,065	4,646,312	4,241,564	4,015,402	3,800,000	Actual Debt
Appropriated/Not Borrowed Non-Exempt General Fund	279,376	1,118,616	1,690,003	1,684,345	1,654,659	1,623,746	1,592,830	Per 10/31/18 CF Debt Analysis
New General Fund CIP PROJECTS	909,982	-	870,050	1,720,114	2,600,029	3,308,966	3,986,966	Per 10/31/18 CF Debt Analysis
Cable Funds - Technology	239,637	235,850	189,000	122,000	-	-	-	Actual Cable Funds Offset
BAN Interest non-exempt	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
General Fund Bond Issue Expense	105,000	105,000	105,000	105,000	105,000	105,000	105,000	
Existing Water and Sewer Debt	4,413,212	4,253,463	4,370,079	4,156,255	3,551,077	3,211,782	2,868,000	Actual Debt
New Water and Sewer CIP PROJECTS	-	313,204	684,100	1,637,040	2,991,230	3,761,058	4,592,830	Per 10/31/18 Water/Sewer Debt Analysis
Water and sewer BAN interest/bond expense	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
New Exempt Debt	-	-	-	-	-	-	-	
Existing Exempt Debt - School and Public Safety Center	3,981,010	3,859,110	3,601,449	3,068,924	2,740,312	2,544,818	2,344,818	Actual Debt
TOTAL	14,568,901	15,007,417	16,377,346	17,254,990	17,998,871	18,485,772	18,978,500	
Capital Projects Fund from taxation	3,265,077	3,963,698	5,698,077	4,321,018	3,381,789	3,420,528	3,420,528	FY20-FY24 CIP Actual Requests
Capital Projects Fund from taxation	3,265,077	3,963,698	5,698,077	4,321,018	3,381,789	3,420,528	3,420,528	
OFFSET/AVAILABLE FUNDS EXPENDITURES								
Offset Local Revenues	2,219,510	2,219,510	2,219,510	2,219,510	2,219,510	2,219,510	2,219,510	
Other Available Funds - Budget	193,883	265,000	265,000	265,000	265,000	265,000	265,000	Parking (\$210,000)/Wetlands (\$25,000)/AYS (\$30,000)
TOTAL	2,413,393	2,484,510	2,484,510	2,484,510	2,484,510	2,484,510	2,484,510	
ARTICLES								
Transfer to Stabilization Fund	100,000	-	-	-	-	-	-	
Capital Projects Articles - Free Cash	1,314,000	3,000,000	-	-	-	-	-	
Operating Budget (S&D - FY18 - Free Cash	1,400,000	-	-	-	-	-	-	
Articles from Water/Sewer reserves	445,000	885,000	875,000	375,000	375,000	935,000	935,000	Water DPW-12 S/195K, DPW-17 S/100K, Sewer DPW-18 S/560K
Parking Funds	75,000	40,000	-	-	-	-	-	
Elder Services Stabilization Transfer	12,000	-	-	-	-	-	-	
Cable Operating	692,539	29,000	29,000	29,000	29,000	29,000	29,000	Transp-S/12K,Civic Events-S/50,Fireworks-S/12K
Articles from taxation	238,000	378,570	306,000	306,000	306,000	306,000	306,000	Cable Funds IT-2/Cemetery -S/6K
Other Available Funds	4,293,539	4,332,570	1,210,000	710,000	710,000	1,270,000	1,270,000	
TOTAL	68,921,840	73,421,267	75,910,174	77,857,846	80,750,336	85,603,418	88,486,836	
* TOTAL DEDUCTIONS *	123,096,105	125,760,268	127,554,410	131,760,133	136,293,702	139,341,444	142,444,444	
BAL. FOR TOWN & SCHOOL OPERATING BUDGETS	4,126,830	2,664,163	1,794,142	4,205,723	4,533,570	3,047,241	2,244,862	
% INCREASE FOR TOWN & SCHOOL OPERATING BUDGETS	3.47%	2.16%	1.43%	3.30%	3.44%	2.24%	2.24%	
% INCREASE OVER PRIOR YEAR	192,017,944	199,181,534	203,464,584	209,617,979	217,044,038	224,944,862	232,889,722	

DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2018									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	2019	2020	2021	2022	2023	2024	TOTAL ALL YEARS	
EXEMPT DEBT									
SCHOOL									
SCHOOL BONDS EXEMPT REFI	ART 19, 1999	123,625.00	117,875.00	-	-	-	-	241,500.00	
SCHOOL BONDS -Sewer REFI	ART 9, 2000	156,100.00	149,100.00	142,800.00	333,487.50	318,543.75	-	448,000.00	
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	381,287.50	362,987.50	348,137.50	11,812.50	11,812.50	-	1,744,443.75	
BANCROFT FEASIBILITY	ART 59, 2009	12,412.50	12,412.50	12,412.50	11,500.00	11,500.00	11,275.00	116,787.55	
MIDDLE/EL SCHOOL Refi NC	ART 9, 2000	208,500.00	197,000.00	175,900.00	165,200.00	159,600.00	154,000.00	1,351,400.00	
BANCROFT SCHOOL	ART 03, 2012	1,043,000.00	1,034,250.00	1,013,250.00	985,250.00	957,250.00	929,250.00	13,185,375.00	
BANCROFT SCHOOL	ART 03, 2012	1,080,062.50	1,047,312.50	1,014,562.50	981,812.50	949,062.50	916,312.50	13,754,562.50	
BANCROFT SCHOOL	ART 1, 2013	203,900.00	197,650.00	191,400.00	180,150.00	174,150.00	168,150.00	2,548,050.00	
BANCROFT SCHOOL	ART 3, 2010	7,962.50	7,762.50	7,562.50	7,362.50	7,162.50	6,962.50	110,287.50	
BANCROFT SCHOOL	ART 1, 2013	62,887.50	61,287.50	59,687.50	58,087.50	56,487.50	54,887.50	845,112.50	
BANCROFT SCHOOL	ART 3, 2010	79,860.00	78,360.00	76,860.00	72,405.00	73,950.00	72,450.00	1,209,010.00	
TOTAL SCHOOL	017112-5741	3,359,997.50	3,265,997.50	3,042,272.50	2,795,567.50	2,707,706.25	2,313,287.50	35,554,528.80	
PUBLIC SAFETY									
PUBLIC SAFETY CENTER REFI	ART 16, 1999	300,850.00	287,350.00	270,300.00	-	-	-	858,500.00	
PUBLIC SAFETY CENTER REFI	ART 40, 2001	11,550.00	11,050.00	10,600.00	10,200.00	-	-	43,400.00	
PUBLIC SAFETY CENTER REFI	ART 16, 1999	270,825.00	259,075.00	243,600.00	229,500.00	-	-	1,003,000.00	
PUBLIC SAFETY CENTER	ART 10-1, 2002	6,081.26	5,696.88	5,287.51	5,500.00	5,300.00	5,100.00	33,565.65	
PUBLIC SAFETY CENTER	ART 10-1, 2002	31,705.00	29,750.00	28,979.68	28,156.26	27,306.26	26,429.68	282,162.82	
TOTAL PUBLIC SAFETY CENTER	017112-5746	621,011.26	593,112.51	559,176.56	273,366.26	32,606.26	31,529.68	2,220,628.47	
TOTAL EXEMPT		3,981,008.76	3,859,110.01	3,601,449.06	3,068,923.76	2,740,312.51	2,344,817.18	37,775,157.27	
PUBLIC SERVICE ENTERPRISES									
WATER DEBT									
WATER TREATMENT PLANT	ART 42, 2002	57,480.00	50,580.00	49,230.00	47,880.00	46,473.75	43,483.75	295,127.50	
WATER SYSTEM	ART 20, 2003	116,007.50	112,007.50	109,007.50	101,107.50	98,138.75	93,035.00	629,303.75	
WATER MAINS REFINANCED	ART 43, 2002	30,876.00	29,876.00	28,876.00	27,876.00	21,976.00	21,176.00	180,444.00	
WATER SYSTEM	ART 20, 2008	66,575.00	64,712.50	62,825.00	60,912.50	58,975.00	57,000.00	530,000.00	
WATER PLANT (WPAT)	ART 34, 2005	283,576.30	283,575.89	283,575.84	283,576.17	283,575.87	283,575.89	2,552,184.22	
WATER PLANT (WPAT)	ART 34, 2005	38,370.64	38,370.28	38,370.23	38,370.23	38,371.01	38,370.31	422,075.64	
WATER SYSTEM	ART 20, 2003	102,281.26	99,375.01	96,515.63	93,562.50	85,662.50	82,862.50	863,315.65	
WATER SYSTEM	ART 34, 2005	69,000.00	67,062.50	65,156.25	63,187.50	61,187.50	59,187.50	601,250.00	
WATER SYSTEM	ART 41, 2005	-	-	-	-	-	-	-	
WATER SYSTEM	ART 34, 2005	-	-	-	-	-	-	-	
WATER TREATMENT PLANT	ART 34, 2010	19,575.00	18,975.00	18,525.00	18,075.00	12,662.50	12,437.50	189,975.00	
WTP GRANULAR CARBON	ART 33, 2010	44,800.00	43,200.00	42,000.00	40,800.00	-	-	170,800.00	
WATER TREATMENT PLANT	ART 33, 2010	33,600.00	32,400.00	31,200.00	30,000.00	-	-	97,200.00	
WATER MAINS	ART 31, 2010	37,250.00	36,937.50	36,187.50	35,187.50	34,187.50	33,187.50	470,906.26	
WATER TREATMENT PLANT PUMP	ART 44, 2011	11,225.00	11,100.00	10,800.00	10,400.00	-	-	43,525.00	
WATER MAIN CONSTRUCTION	ART 42, 2011	41,281.26	40,031.26	38,781.26	37,531.26	36,281.26	35,031.26	527,406.36	
WATER MAIN REPLACEMENT	ART 35, 2012	121,337.50	117,587.50	113,837.50	105,087.50	101,587.50	98,087.50	1,493,237.50	
HYDRANT REPLACEMENT	ART 46, 2013	65,000.00	62,500.00	60,000.00	57,500.00	55,000.00	52,500.00	352,500.00	
WATER MAIN REPLACEMENT	ART 41, 2013	82,562.50	80,062.50	77,562.50	75,062.50	72,562.50	70,062.50	1,054,812.50	
GAC REPLACEMENT	ART 33, 2010	13,000.00	12,500.00	12,000.00	11,500.00	11,000.00	10,500.00	70,500.00	
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	64,000.00	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	406,000.00	
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	64,000.00	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	406,000.00	
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016	64,000.00	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	406,000.00	
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	64,000.00	62,000.00	60,000.00	58,000.00	56,000.00	54,000.00	406,000.00	
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	44,400.00	43,000.00	41,600.00	40,200.00	38,800.00	37,400.00	271,600.00	
WATER STORAGE TANKS REHAB	ART 44, 2016	178,984.00	174,784.00	170,584.00	166,187.00	162,190.00	153,065.00	1,430,694.00	
WATER MAIN REPLACEMENT	ART 56, 2015	165,050.00	135,600.00	131,100.00	127,950.00	124,800.00	120,300.00	1,680,725.00	
WATER MAIN REPLACEMENT	ART 27, 2017	64,830.42	50,875.00	44,250.00	43,200.00	42,150.00	40,650.00	595,105.42	
WTP ELECTRICAL SUBSTATION	ART 30, 2017	37,320.00	28,750.00	28,750.00	28,050.00	27,350.00	26,350.00	353,795.00	
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	64,830.42	50,875.00	44,250.00	43,200.00	42,150.00	40,650.00	595,105.42	
WTP HEATING SYSTEM	ART 38, 2017	18,722.92	13,000.00	12,500.00	7,200.00	7,025.00	6,775.00	116,747.92	
TOTAL WATER	017102-5742	2,063,935.72	1,946,737.44	1,887,484.21	1,795,603.16	1,686,106.64	1,626,687.21	17,212,336.14	

DETAIL DEBT SCHEDULE BY FISCAL YEAR									
AS OF JULY 1, 2018									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	2019	2020	2021	2022	2023	2024	TOTAL	
								2024	ALL YEARS
SEWER DEBT									
SEWER SO MAIN ST (Betterment) REFI	ART 41, 1999	282,575.00	270,325.00	254,400.00	244,800.00	-	-	-	1,052,100.00
SEWER FOREST HILLS (Betterment) REFI	ART 13, 2000	190,375.00	182,125.00	174,700.00	163,200.00	-	-	-	710,400.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	221,750.00	209,050.00	203,350.00	192,750.00	182,025.00	-	-	1,008,925.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	56,712.50	54,712.50	48,262.50	46,912.50	45,506.25	-	-	252,106.25
SEWER SO MAIN ST (Betterment)	ART 41, 1999	174,112.50	166,112.50	158,662.50	154,312.50	149,781.25	141,575.00	-	945,556.25
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	187,175.00	229,975.00	223,825.00	212,775.00	201,581.25	197,193.75	-	1,252,525.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	119,114.00	115,314.00	111,514.00	107,714.00	103,914.00	95,214.00	-	739,841.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	66,575.00	64,712.50	62,825.00	60,912.50	58,975.00	57,000.00	-	530,000.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	266,300.00	258,850.00	251,300.00	243,650.00	235,900.00	228,000.00	-	2,120,000.00
SEWER SO MAIN ST (Betterment)	ART 35, 2004	82,800.00	80,475.00	78,187.50	75,825.00	73,425.00	71,025.00	-	721,500.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	308,256.20	299,537.45	290,959.34	282,099.98	258,399.98	259,799.98	-	2,633,109.12
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	34,500.00	33,531.25	32,578.13	31,593.76	30,593.76	29,593.76	-	300,625.06
SEWER	ART 33, 2006	27,262.50	21,262.50	20,718.76	20,137.50	19,537.50	18,918.76	-	212,681.30
SEWER SHAWSHOEN OUTFALL	ART 33, 2007	110,062.50	106,312.50	103,593.76	100,687.50	97,687.50	94,593.76	-	1,037,156.30
SEWER - DASCOMB ROAD (Betterment)	ART 36, 2007	14,675.00	14,175.00	13,812.50	13,425.00	13,025.00	12,612.50	-	138,287.50
SEWER KIRKLAND ROAD (Betterment)	ART 41, 2007	19,925.00	14,175.00	13,812.50	13,425.00	13,025.00	12,612.50	-	143,537.50
SEWER SHAWSHOEN PUMP STATION	ART 64, 2007	14,675.00	14,175.00	13,812.50	13,425.00	13,025.00	12,612.50	-	138,287.50
SEWER SHAWSHOEN OUTFALL	ART 33, 2008	22,931.26	22,331.26	21,731.26	21,131.26	20,531.26	19,931.26	-	251,212.62
SEWER	ART 46, 2010	13,975.00	13,575.00	13,275.00	12,975.00	12,662.50	12,437.50	-	168,625.00
SEWER MAINS	ART 51, 2001	15,287.50	14,887.50	14,487.50	14,087.50	13,687.50	13,287.50	-	167,475.00
SHAWSHOEN PUMPING STATION	ART 64, 2007	14,900.00	14,775.00	14,475.00	14,075.00	13,675.00	13,275.00	-	186,362.50
REPAIR SANITARY SEWER	ART 33, 2006	13,262.50	13,137.50	12,837.50	12,437.50	12,037.50	6,637.50	-	121,943.76
SEWER MAIN CONSTRUCTION	ART 51, 2008	22,350.00	22,162.50	21,712.50	21,112.50	20,512.50	19,912.50	-	282,543.76
SEWER MAIN CONSTRUCTION	ART 32, 2010	37,250.00	36,937.50	36,187.50	35,187.50	34,187.50	33,187.50	-	470,906.26
SEWER INFRASTRUCTURE VEHICLE	ART 37, 2012	32,475.00	32,100.00	31,200.00	-	-	-	-	95,775.00
TOTAL SEWER	017102-5743	2,349,276.46	2,306,726.46	2,222,220.25	2,108,651.50	1,623,695.25	1,349,420.27	-	15,684,481.68
TOTAL ENTERPRISE		4,413,212.18	4,253,463.90	4,109,704.46	3,904,254.66	3,309,801.89	2,976,107.48	-	32,896,817.82

DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2018										
PRINCIPAL & INTEREST										
ISSUE	ARTICLE	2019	2020	2021	2022	2023	2024	TOTAL	ALL YEARS	
GENERAL FUND NON-EXEMPT										
SCHOOL DEBT										
SCHOOL BUILDINGS	ART 28-2 2002	61,200.00								61,200.00
WEST EL - ASBESTOS	ART 12, 2002	95,880.00								95,880.00
COLLINS CTR HVAC	ART 29, 2004	36,400.00	17,850.00							54,250.00
SCHOOL RENOVATIONS	ART 11, 2005	64,200.00	62,200.00	60,200.00	58,200.00	51,300.00	49,500.00			439,200.00
WEST EL - ASBESTOS	ART 12, 2002	12,915.00	12,942.50	12,165.00	11,782.50	11,395.00	11,000.00			92,600.00
SCHOOL HVAC	ART 46, 2006	16,467.50	15,925.00	15,391.25	14,840.00	14,280.00				76,903.75
WEST EL - ASBESTOS	ART 12, 2002	5,881.26	5,687.51	5,496.88	5,300.00	5,100.00				27,465.65
SCHOOL RENOVATIONS	ART 17, 2006	17,643.76	17,062.51	16,490.63	15,900.00	15,300.00				82,396.90
SCHOOL RENOVATIONS	ART 11, 2005	35,287.50	34,125.00	32,981.25	31,800.00	30,600.00				164,793.75
SCHOOL RENOVATIONS	ART 17, 2006	65,118.76	61,818.76	60,187.50	58,443.76	56,643.76	54,787.50			556,687.56
SCHOOL ROOF	ART 17, 2007	110,925.00	109,025.00	106,125.00	103,025.00	99,825.00	96,525.00			956,950.00
SCHOOL RENOVATIONS	ART 28, 2007	35,156.26	33,906.26	33,000.00	32,031.26	31,031.26	30,000.00			294,531.30
LOVELY FIELD RENOVATIONS	ART 29, 2008	21,000.00								21,000.00
SCHOOL ROOF	ART 15, 2007	114,000.00	110,000.00	106,400.00	103,200.00	100,000.00	96,800.00			1,048,000.00
SCHOOL REMODELING	ART 28, 2007	21,525.00	20,775.00	20,100.00	19,500.00	18,900.00	18,300.00			201,600.00
SCHOOL REPAIRS	ART 27, 2008	77,125.00	74,375.00	71,000.00	67,000.00	63,000.00	61,000.00			682,500.00
SCHOOL REMODELING	ART 28, 2007	22,275.00	21,675.00	21,075.00	20,475.00	19,875.00	19,275.00			227,681.26
SCHOOL REPAIRS	ART 27, 2008	65,000.00	63,200.00	61,400.00	59,600.00	57,800.00	56,000.00			623,350.00
SCHOOL REPAIRS	ART 56, 2009	66,606.26	64,806.26	63,006.26	61,206.26	59,406.26	57,606.26			675,418.86
SCHOOL RENOVATIONS	ART 41, 2010	152,875.00	148,875.00	144,875.00	140,875.00	136,875.00	132,875.00			1,674,750.00
SCHOOL REMODELING	ART 16, 2011	62,887.50	61,087.50	59,737.50	58,387.50	56,987.50	55,968.75			758,812.55
WEST MIDDLE SCHOOL	ART 17, 2011	47,637.50	46,237.50	45,187.50	44,137.50	43,043.75	41,943.75			532,731.25
SCHOOL ROOF REPAIRS	ART 41, 2010	34,937.50	33,937.50	32,937.50	31,937.50	30,937.50	30,000.00			421,562.55
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	51,462.50	50,062.50	48,662.50	47,262.50	45,862.50	44,462.50			783,412.50
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	87,912.50	87,100.00	86,150.00	85,150.00	84,150.00	83,150.00			954,581.36
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	42,312.50	36,937.50	36,187.50	35,187.50	34,187.50	33,187.50			475,968.76
BANCROFT SCHOOL	ART 1, 2013	79,556.26	72,056.26	69,806.26	67,556.26	65,306.26	63,056.26			949,331.36
SCHOOL REPAIRS	ART 36, 2013	74,306.26	72,056.26	69,806.26	67,556.26	65,306.26	63,056.26			949,331.36
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	198,150.00	192,150.00	186,150.00	180,150.00	174,150.00	168,150.00			2,531,550.00
WEST MIDDLE HVAC	ART 38, 2013	124,200.00	119,950.00	115,700.00	111,450.00	107,200.00	102,950.00			1,119,550.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	143,000.00	139,000.00	135,000.00	131,000.00	127,000.00	123,000.00			1,462,000.00
BANCROFT SCHOOL	ART 1, 2013	23,400.00	22,800.00	22,200.00	21,600.00	21,000.00	20,400.00			308,062.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	57,125.00	55,775.00	54,425.00	53,075.00	51,725.00	50,375.00			446,950.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	63,350.00	61,850.00	60,350.00	58,850.00	57,350.00	55,850.00			491,000.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	63,350.00	61,850.00	60,350.00	58,850.00	57,350.00	55,850.00			491,000.00
COLLINS CENTER FACADE	ART 29, 2016	193,820.83	142,175.00	137,925.00	134,950.00	131,975.00	127,725.00			2,294,120.83
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	76,637.92	71,725.00	69,475.00	67,900.00	66,325.00	64,750.00			555,462.92
MAJOR SCHOOL PROJECTS	ART 47, 2017	66,895.83	48,125.00	46,375.00	45,150.00	43,925.00	42,175.00			444,195.83
TOTAL SCHOOL	017102-5741	2,588,423.40	2,238,723.82	2,151,568.79	2,079,228.80	2,002,175.05	1,870,956.28			23,596,076.44
STREET										
BRIDGE CONSTRUCTION	ART 54, 2005	12,915.00	12,542.50	12,165.00	11,782.50	11,395.00	11,000.00			92,600.00
STORM DRAINS	ART 50, 2008	7,337.50	7,087.50	6,906.26	6,712.50	6,512.50	6,306.26			69,143.80
MAIN ST DEVELOPMENT	ART 48, 2002	25,625.00								25,625.00
BRIDGE CONSTRUCTION	ART 52, 2007	7,425.00	7,225.00	7,025.00	6,825.00	6,625.00	6,425.00			75,893.76
BRIDGE CONSTRUCTION	ART 32, 2008	29,918.76	29,118.76	28,318.76	27,518.76	26,718.76	25,918.76			311,418.88
BRIDGE REPAIR	ART 24, 2011	6,987.50	6,787.50	6,587.50	6,387.50	6,187.50	5,987.50			84,312.55
PARKING LOT	ART 25, 2011	6,218.76	6,018.76	5,818.76	5,618.76	5,418.76	5,218.76			50,440.70
DRAINAGE	ART 33, 2011	13,975.00	13,575.00	13,175.00	12,775.00	12,375.00	11,975.00			168,625.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	22,087.50	21,487.50	20,887.50	20,287.50	19,687.50	19,087.50			221,475.00
BRIDGE REPAIR	ART 32, 2008	14,900.00	14,775.00	14,650.00	14,525.00	14,400.00	14,275.00			188,362.50
STORM DRAINAGE	ART 33, 2011	7,450.00	7,325.00	7,200.00	7,075.00	6,950.00	6,825.00			94,181.26
HIGH PLAINFISHBROOK	ART 42, 2012	95,562.50	94,687.50	93,812.50	92,937.50	92,062.50	91,187.50			915,368.76
SEWAGE CONSTRUCTION	ART 20, 2014	27,000.00	26,000.00							53,000.00
MINOR STORM DRAIN REPAIRS	ART 44, 2015	37,971.00	37,071.00	36,171.00	35,271.00	34,371.00	33,471.00			293,953.50
SEWAGE CONSTRUCTION - RIVER ST	ART 62, 2015	44,113.00	42,913.00	41,713.00	40,513.00	39,313.00	38,113.00			166,395.50
TOTAL STREET	017102-5744	359,486.52	326,676.52	293,267.78	281,642.52	237,381.02	225,429.78			2,810,796.21

DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2018									
PRINCIPAL & INTEREST									
ISSUE	ARTICLE	2019	2020	2021	2022	2023	2024	TOTAL	ALL YEARS
MUNICIPAL FACILITIES									
TOWN BUILDINGS	ART 28-1, 2002	8,160.00						8,160.00	
BRIDGES/BUILDINGS	ART 32, 2001	69,360.00						69,360.00	
TOWN HVAC	ART 46, 2006	18,820.00	18,200.00	17,590.00	16,980.00	16,320.00		87,890.00	
TOWN BUILDING RENOVATION	ART 27, 2007	20,062.50	19,312.50	18,768.76	18,187.50	12,587.50	12,175.00	145,468.76	
TOWN BUILDING RENOVATION	ART 28, 2007	21,575.00	20,825.00	20,281.26	19,700.00	19,100.00	18,481.26	192,837.54	
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	5,695.00	5,250.00	5,114.06	4,968.76	4,818.76	4,664.06	49,793.44	
TOWN BUILDINGS	ART 27, 2007	28,700.00	27,700.00	26,800.00	26,000.00	25,200.00	24,400.00	268,800.00	
TOWN BUILDING REMODELING	ART 55, 2009	51,350.00	49,950.00	48,550.00	47,150.00	45,750.00	44,350.00	509,362.50	
TOWN BUILDING REPAIRS	ART 42, 2010	12,812.50	12,412.50	12,012.50	11,612.50	11,212.50	10,812.50	116,787.55	
TOWN BUILDING REPAIRS	ART 34, 2011	34,937.50	33,937.50	32,937.50	31,937.50	30,937.50	30,937.50	421,562.55	
TOWN BUILDING REPAIRS	ART 27, 2007	6,987.50	6,787.50	6,587.50	6,387.50	6,187.50	5,987.50	84,312.55	
BLANCHARD BALLFIELDS	ART 57, 2009	24,875.00	24,075.00	23,275.00	22,475.00	21,675.00	20,875.00	201,762.50	
TOWN BUILDING RENOVATIONS	ART 57, 2009	6,400.00	6,200.00	6,000.00	5,800.00	5,600.00	5,400.00	40,600.00	
BLANCHARD ST BALLFIELDS	ART 23, 2007	19,337.50	19,150.00	18,962.50	18,775.00	18,587.50	18,400.00	148,287.50	
PLAYGROUND REPLACEMENTS	ART 23, 2012	19,437.50	19,250.00	19,062.50	18,875.00	18,687.50	18,500.00	147,887.50	
TOWN BUILDING REMODELING	ART 24, 2012	33,812.50	33,500.00	33,187.50	32,875.00	32,562.50	32,250.00	301,312.50	
BALMORAL FENCE/MASONRY	ART 28, 2012	12,575.00	12,450.00	12,325.00	12,200.00	12,075.00	11,950.00	88,025.00	
FIRE COMMUNICATIONS	ART 31, 2012	22,450.00	22,200.00	21,950.00	21,700.00	21,450.00	21,200.00	87,050.00	
TECHNOLOGY HARDWARE	ART 22, 2012	196,437.50	194,250.00	192,062.50	189,875.00	187,687.50	185,500.00	761,687.50	
YOUTH CENTER	ART 3, 2011 STM	165,125.00	160,125.00	155,125.00	150,125.00	145,125.00	140,125.00	2,109,625.00	
TOWN BUILDING RENOVATIONS	ART 28, 2013	29,425.00	28,425.00	27,425.00	26,425.00	25,425.00	24,425.00	271,075.00	
TECHNOLOGY INFRASTRUCTURE	ART 22, 2012	43,200.00	41,600.00	40,000.00	38,400.00	36,800.00	35,200.00	84,800.00	
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	31,400.00	30,400.00	29,400.00	28,400.00	27,400.00	26,400.00	184,400.00	
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	57,600.00	55,800.00	54,000.00	52,200.00	50,400.00	48,600.00	365,400.00	
DPW VEHICLES	ART 45, 2014	54,000.00	52,000.00	50,000.00	48,000.00	46,000.00	44,000.00	106,000.00	
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	19,200.00	18,600.00	18,000.00	17,400.00	16,800.00	16,200.00	121,800.00	
SAFETY & SECURITY UPGRADES	ART 38, 2015	49,704.00	48,504.00	47,304.00	46,104.00	44,904.00	43,704.00	401,184.00	
TOWN BUILDING REMODELING	ART 46, 2015	114,002.00	111,602.00	109,202.00	106,802.00	104,402.00	102,002.00	1,322,232.00	
PUBLIC WORKS VEHICLES	ART 26, 2016	77,146.00	75,046.00	72,946.00	70,846.00	68,746.00	66,646.00	289,286.00	
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	44,295.00	43,245.00	42,195.00	41,145.00	40,095.00	39,045.00	343,220.00	
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	59,590.63	46,475.00	44,725.00	42,975.00	41,225.00	39,475.00	387,215.63	
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	30,188.13	13,600.00	13,100.00	12,600.00	12,100.00	11,600.00	131,713.13	
MUNICIPAL SERVICES FACILITY	ART 33, 2017	473,454.17	476,775.00	472,900.00	469,525.00	466,150.00	462,775.00	14,228,921.17	
MAJOR TOWN PROJECTS	ART 43, 2017	50,905.42	40,600.00	39,100.00	37,600.00	36,100.00	34,600.00	354,530.42	
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	52,315.83	39,750.00	38,250.00	36,750.00	35,250.00	33,750.00	332,315.83	
TOTAL MUNICIPAL FACILITIES	017102-5745	1,966,436.18	1,809,197.00	1,676,388.58	1,625,451.76	1,574,512.76	1,523,583.82	24,764,665.57	
PUBLIC SAFETY									
FIRE TRUCK REFINANCED	ART 31, 2004	42,100.00	33,150.00					75,250.00	
FIRE TRUCK	ART 37, 2006	34,087.50	32,925.00	31,762.50	30,600.00			129,393.75	
FIRE TRUCK	ART 27, 2016	85,554.17	60,125.00	57,375.00				253,554.17	
TOTAL PUBLIC SAFETY	017102-5746	161,741.67	126,200.00	89,137.50	81,100.00			458,197.92	
LAND ACQUISITION									
LAND ACQUISITION REFINANCE	ART 23, 2002	61,740.00	54,840.00	53,040.00	51,240.00	49,440.00	47,640.00	362,310.00	
LAND ACQUISITION REFINANCE	ART 32, 2000	86,070.00	83,270.00	80,470.00	77,670.00	74,870.00	72,070.00	491,505.00	
LAND ACQUISITION	ART 12, 2001	71,032.50	68,963.75	66,907.50	64,853.75	62,799.00	60,745.25	509,300.00	
16 PEARSON ST	ART 3A, 2007	32,656.26	31,687.51	30,734.38	29,781.55	28,828.72	27,875.89	240,128.15	
18 PEARSON ST	ART 4A, 2007	26,775.00	26,000.00	25,225.00	24,450.00	23,675.00	22,900.00	212,662.50	
37 PEARSON ST	ART 5A, 2007	33,468.76	32,500.01	31,546.88	30,585.00	29,623.12	28,661.25	265,828.16	
15 BLANCHARD ST	ART 51, 2007	144,900.00	140,831.25	136,762.50	132,693.75	128,625.00	124,556.25	1,262,625.06	
LAND ACQUISITION	ART 12, 2001	7,425.00	7,225.00	7,025.00	6,825.00	6,625.00	6,425.00	75,893.76	
LAND ACQUISITION FOSTERS POND	ART 55, 2010	15,287.50	14,887.50	14,487.50	14,087.50	13,687.50	13,287.50	167,475.00	
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	22,493.76	21,993.76	21,493.76	20,993.76	20,493.76	19,993.76	235,743.86	
LAND ACQUISITION CHANDLER RD	ART 33, 2013	65,150.00	63,150.00	61,150.00	59,150.00	57,150.00	55,150.00	806,137.50	
TOTAL LAND ACQUISITION	017102-5747	566,996.78	545,268.78	528,720.65	511,926.27	494,995.02	473,122.52	4,629,608.99	

DETAIL DEBT SCHEDULE BY FISCAL YEAR										
AS OF JULY 1, 2018										
PRINCIPAL & INTEREST										
ISSUE	ARTICLE	2019	2020	2021	2022	2023	2024	TOTAL		
LANDFILL CLOSURE	ART 44, 1999	32,287.50	31,356.25	30,412.50	29,456.25	28,487.50	27,500.00	231,500.00		
LANDFILL	ART 44, 1999	20,962.50	20,362.50	19,912.50	19,462.50	18,993.75	18,656.25	252,937.55		
LANDFILL	ART 44, 1999	20,962.50	20,362.50	19,912.50	19,462.50	18,993.75	18,656.25	252,937.55		
LANDFILL	ART 44, 1999	6,987.50	6,787.50	6,637.50	6,487.50	6,331.25	6,218.75	84,312.55		
LANDFILL	ART 44, 1999	6,987.50	6,787.50	6,637.50	6,487.50	6,331.25	6,218.75	84,312.55		
LANDFILL	ART 44, 1999	16,512.50	16,012.50	15,512.50	15,012.50	14,512.50	14,012.50	210,962.50		
DEPARTMENTAL EQUIPMENT	ART 02, 2008	-	-	-	-	-	-	-		
REC PARK LIGHTING	ART 48, 2008	10,250.00	-	-	-	-	-	10,250.00		
CLOSING LANDFILL	ART 44, 1999	55,737.50	54,337.50	52,937.50	51,537.50	50,137.50	48,737.50	772,012.50		
LANDFILL (MCWT)	ART 31, 2008	40,899.96	40,949.88	41,000.40	41,051.26	41,104.20	41,157.92	744,715.74		
	017102-5749	211,587.46	196,956.13	192,962.90	188,957.51	184,891.70	181,157.92	2,643,940.94		
TOTAL GENERAL FUND NON-EXEMPT		5,854,674.01	5,243,022.25	4,932,064.95	4,768,306.86	4,241,555.55	4,015,398.32	58,903,286.07		
GRAND TOTAL		14,248,894.95	13,355,596.16	12,643,218.47	11,741,485.28	10,291,669.95	9,336,322.98	129,575,261.16		